



Kabale MZO operationalised and launched by H.E the President of Uganda on 31st July 2019

CUMULATIVE PROGRESS REPORT

JUNE 2014 – JUNE 2020

JULY, 2020

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List of Abbreviations and Acronyms

ABE	:	African Birding Expo, Uganda
ACA	:	African Coffee Acedemy
ADR	:	Alternate Dispute Resolution
AF	:	Additional Financing
AKWAABA	:	African Travel Market Nigeria
ASAC	:	Accountability Sector Audit Committee
BDA	:	Business Development Adviser
BDS	:	Business Development Services
BEB	:	Best Evaluated Bidder
BLBR	:	Business Licensing Reform Committee
BOQs	:	Bill of Quantities
BOU	:	Bank of Uganda
BPO	:	Business Processing Outsourcing
BRBLR	:	Business Registration and Business Licensing Reform
BUDS	:	Business Uganda Development Scheme
CAMA	:	Computer Assisted Mass Appraisal System
CATIC	:	China National Aero-Technology International Engineering Corporation
CC	:	Contracts Committee
CEDP	:	Competitiveness and Enterprise Development Project
CESMP	:	Contractors Environment and Social Management Plan
CfP	:	Call for Proposal under Matching Grant Facility
CICS II	:	Second Competitiveness and Investment Climate Strategy
CLAs	:	Communal Land Associations
CMA	:	Capital Markets Authority
CORS	:	Continously Operating Reference Stations
CSO	:	Civil Society Organization
DBR	:	Doing Business Report
DCA	:	Development Credit Agreement
EDMS	:	Electronic Document Management System
EIA	:	Environment Impact Assessment
EOI	:	Expression of Interest
ESA	:	Environment and Socail Audit
ESHS	:	Environmental Social Health and Safety
ESIA	:	Environment Social Impact Assessment
ESMF	:	Environment and Social Management Framework
ESS	:	Environment and Social Screening
ESSD	:	Environment and Social Risk Due Diligence
ETS	:	Electronic Ticketing System
FAM	:	Familiarity

FAO	:	Food and Agricultural Organisation
FITUR	:	International Tourism Fair in Madrid Spain
FPP	:	CEDP Focal Point Person
GBV	:	Gender Based Violence
GoU	:	Government of Uganda
GRC	:	Grievance Redress Committee
GRF	:	Geodetic Reference Framework
IAF	:	Internal Audit Function
ICB	:	International Competitive Bidding Method
ICT	:	Information Communication and Technology
IDA	:	International Development Association of World Bank
IEC	:	Information, Education and Communication
IFC	:	International Finance Corporation
IFMS	:	Integrated Financial Management System
IFR	:	Interim Financial Report
INDABA	:	South African Travel Expo Durban South Africa
ISLM	:	Institute of Survey and Land Management
ISM	:	Implementation Support Mission of the World Bank
ISO	:	International Standards Agency
IT	:	Information Technology
JATA	:	JATA travel Expo Japan
JLOS	:	Justice Law and Order Sector
KCCA	:	Kampala Capital City Authority
KPI	:	Key Performance Indicators
LAN	:	Local Area Network
LAR	:	Land Administration Reform Component of CEDP
LC	:	Local Council
LIS	:	Land Information System
M&E	:	Monitoring and Evaluation
MATKA	:	Nordic Travel Fair in Helsinki Finland
MDAs	:	Ministries Departments and Agencies
MGF	:	Matching Grant Facility
MICE	:	Meetings, Incentives, Conferences and Events
MIS	:	Management Information Systems
MLF	:	Mortgage Liquid Facility
MLHUD	:	Ministry of Lands Housing and Urban Development
MoFPED	:	Ministry of Finance Planning and Economic Development
MoJCA	:	Ministry of Justice and Constitutional Affairs
MoTI	:	Ministry of Trade and Industry
MoTWA	:	Ministry of Tourism Wildlife and Antiquities

MOU	:	Memorandum of Understanding
MSMEs	:	Micro Small and Medium Enterprises
MTR	:	Mid-Term Review
MZO	:	Ministry Zonal Office
NACCAU	:	National Cultural and Craft Association of Uganda
NCB	:	National Complete Bidding Method
NCC	:	National Control Centre, Entebbe
NCDC	:	National Curriculum Development Centre
NCHE	:	National Council for Higher Education
NDA	:	National Drug Authority
NEMA	:	National Environment Management Authority
NEPAD	:	New Partnership for Africa's Development
NGO	:	Non-Governmental Organization
NITAU	:	National Information Technology Authority Uganda
NLIS	:	National Land Information System
NP	:	National Park
NPDP	:	National Physical Development Plan
NSSF	:	National Social Security Fund
NTR	:	Non Tax Revenues
NUCAFE	:	National Union of Coffee Agribusiness and Farm Enterprises
O&M	:	Operation and Maintenance
OHS	:	Occupational Health Safety
OPM	:	Office of the Prime Minister
ORAF	:	Operational Risk Assessment Framework
OSC	:	One Stop Centre
OSS	:	One Stop Shop
OVI	:	Objectively Verifiable Indicators
PAD	:	Project Appraisal Document
PCU	:	Project Coordination Unit of CEDP
PDO	:	Project Development Objective
PI	:	Project Implementation Component of CEDP
POATE	:	Pearl of Africa Tourism Expo Kampala Uganda
PPE	:	Physical Protective Equipment
PR	:	Public Relations
PSC	:	Project Steering Committee
PSCP II	:	Private Sector Competitiveness Project II
PSFU	:	Private Sector Foundation Uganda
PTC	:	Project Technical Committee
QCBS	:	Quality Cost Best Selection Method
QENP	:	Queen Elizabeth National Park

RAP	:	Resettlement Action Plan
RaPPA	:	Rapid Physical Planning Appraisal
REOI	:	Request for Expression of Interest
RFP	:	Request for Proposals
RPF	:	Resettlement Policy Framework
SDF	:	Skills Development Facility
SG	:	Solicitor General
SLAAC	:	Systematic Land Adjudication and Certification
SMS	:	Short Message System
STC	:	Short Term Consultant
STEP	:	Systematic Tracking of Exchanges in Procurement
TA	:	Technical Assistance
TCD	:	Tourism Competitive Development Component of CEDP
TIMS	:	Tourism Information Management System
TIN	:	Tax Identification Number
TOR	:	Terms of Reference
TREP	:	Tax Payer Registration Expansion Programme
TV	:	Television
UBFC	:	Uganda Business Facilitation Centre
UBOS	:	Uganda Bureau of Statistics
UDB	:	Uganda Development Bank
UHTTI	:	Uganda Hotel and Tourism Training Institute, Jinja
UIA	:	Uganda Investment Authority
UICP	:	Uganda Investment Climate Programme
UNADA	:	Uganda National Agro-inputs Dealer's Association
UPS	:	Uninterrupted Power Supply
URA	:	Uganda Revenue Authority
URSB	:	Uganda Registration Services Bureau
USTOA	:	United States Tour Operators Association Expo
UTB	:	Uganda Tourism Board
UWA	:	Uganda Wildlife Authority
UWEC	:	Uganda Wildlife Educational Centre
UWRTI	:	Uganda Wildlife Research and Training Institute
WA	:	Withdrawal Application
WAN	:	Wide Area Network

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EXECUTIVE SUMMARY

1) Introduction:

This report presents the cumulative status of implementation of the CEDP since its inception in June 2014 to date as well as cumulative progress towards attainment of the PDO.

The report further outlines the major implementation challenges encountered as well as strategies for addressing them in order to maximize results/impact and lessons learnt.

An updated project results matrix as at June, 2020 is included in Annex and portrays the impact so far attained over the project life.

2) Project Development Objective: to improve the competitiveness of enterprises in Uganda by providing support for: (i) the implementation of business environment reforms, including land administration reform; and (ii) the development of priority productive and service sectors.

3) Target beneficiaries: The primary direct project beneficiaries are both existing and future entrepreneurs conducting business in Uganda and owners of land registered by the project. All entrepreneurs do benefit from the cross-cutting business environment reforms i.e. (land administration, business registration, and business licensing reforms).

4) Project Governance and Management:

The project Steering Committee (PSC) is fully constituted and meets quarterly to review project implementation progress, approve the work plan, budget and procurement plan and provide policy/strategic guidance.

The project technical committee (PTC) continues to meet monthly to majorly discuss project implementation progress.

Project Management: Ministry of Land Housing and Urban Development and Private Sector Foundation Uganda (PSFU) continue to effectively coordinate implementation of CEDP, with the overall Project Coordination Unit based at PSFU.

The Contracts Committees are fully constituted at MLHUD and PSFU and have continued to support the Procurement function.

The External Audit is undertaken annually by the Office of Auditor General and the project received unqualified reports.

4) Implementation Status of the Critical issues highlighted in the last ISM August, 2018

- a) Accelerate the construction work on Ministry Zonal Offices (MZOs); Uganda Business Facilitation Centre (UBFC) and UHTTI.
Construction of MZOs completed and all the offices are in use. Progress in construction of both UBFC and UHTTI is at 72% and 77% respectively. Close supervision of works across the sites is being undertaken.
- b) Finalisation of UHTTI Management Plan by December 2018
Terms of reference for engagement of a management entity for UHTTI finalised. Decision on way forward being reviewed by MoTWA inline with the planned restructuring of the entity. MoTWA engaged a consultant to undertake an organisation wide assessment of UHTTI that is expected to be concluded in July 2020 and will inform the process.
- c) Government to submit a request for additional financing for Land and Tourism components to kick start the preparation process
Design of CEDP- AF concluded and approved by IDA Board and Cabinet. Approval processes by Parliament of Uganda have commenced.
- d) The PSC to continue providing the strategic guidance and oversight on the construction of UBFC and UHTTI to ensure that all activities are completed in time.
Oversight being provided by both PSC and PTC as per the Project's Governance Structure.
- e) Systematic Land Adjudication and Certification work to be accelerated.
Development of SLAAC software and pilot testing concluded. Roll out to the first phase covering the four districts of Oyam, Mbarara, Kiruhura and Ibanda is ongoing. A total of 43,464 out of the estimated 75,000 (58%) parcels have been surveyed in the peri-urban and rural areas in Mbarara, Ibanda, Kiruhura and Oyam districts. Additional 12 parish boundary demarcations undertaken. 44 Parish Rapid Physical Development Plans out of 32 planned (137.5%) were developed as at June 2020.

5) Project Profile and Key Dates:

Project Profile:
<ul style="list-style-type: none">• Commitment Date: January 31, 2013• Effectiveness Date: June 6, 2014• Closing Date: May 30, 2022• Loan Amount: SDR 66.1 million equivalent to US\$ 92 million only• Total Disbursement: SDR 66.1 million equivalent US\$ 92 million only - representing 100% of loan Amount.• Percentage of Project life covered: 77%

6) Highlights of Project Implementation Progress

During the project life todate, significant strides in implementation were made across the components. Implementation in component four (Matching Grant Facility {MGF}) was concluded in June 2019. Most implementation in components one, two and three are really tending towards completion. Highlights of implementation progress by component is as shown below: -

LAND ADMINISTRATION REFORM:

- Constructions of 10 MZOs in Mpigi, Luwero, Mityana, Kabale, Rukungiri, Tororo, Soroti, Moroto, Mukono and Wakiso concluded across all the sites and the offices handed over to the ministry.
- Enhanced version of LIS Version 6.2.0 (including system enhancement and supply of Equipment) was rolled out to 22 out of 22 MZOs giving a percentage coverage of 100%.
- Completed the digitization of all records into the system i.e. maps, title records, JRJs, Valuation records, LAFs etc
- Operationalised 3 MZOs of Tororo, Soroti and Moroto
- Migrated and upgraded 3 MZOs of Kampala, Mukono and Wakiso
- Divided Wakiso MZO into 2 MZOs namely Wakiso-Kyadondo and Wakiso-Busiro
- Held the Land Information System International Conference at Protea Hotel, Entebbe on the 20th and 21st of February, 2020. The function was presided over by H.E the President of the Republic of Uganda and attended by dignitaries from over 25 different countries.
- Development of the National Physical Development Plan (NPDP) has been finalized and presented to cabinet for approval. The procurement process for printing of the copies is to be undertaken after cabinet approval. See Annex II to this report for the six options identified under the plan.
- 29 parish physical development plans produced to support SLAAC activities
- A total of 44 parish Physical Development Plans produced
- Construction of Dormitory and Multi-purpose Hall for Institute of Survey and Land Management (ISLM): This was concluded and the facilities are already in use.
- Production of base maps for Land Administration. Aerial photography has been undertaken upto **95% completion** for 15 cm (urban) resolution and **89% completion** for 40 cm (rural) resolution. **92%** completion for 15 cm resolution have been produced and delivered to the Ministry while **75%** completion for 40 cm resolution have been also produced and delivered. The remaining areas of borders with DRC, Rwanda, and Kenya and other security installations to be completed using satellite imagery. Implementation of basemapping has saved Government of Uganda approximately **US\$ 20 million** as shown in Annex I to this report.
- Establishing the 12 Continuously Operating Reference Stations (CORS) and improving the Geodetic Reference Framework (GRF) has been undertaken. The 12 CORS and National Control Centre (NCC) were established and are operational. System operation and

maintenance period ongoing and has greatly improved the accuracy of surveys across the country.

- Formation of Communal Land Associations (CLAs) undertaken. A total of 606 CLAs were formalized in the Karamoja, Western Acholi and Central regions.
- Roll out of Systematic Land Adjudication and Certification (SLAAC) recorded significant progress. By end of quarter 4 FY 2019/20, a total of 43,464 out of the estimated 75,000 (58%) parcels had been demarcated and surveyed. 12 Parish Rapid Physical Development Plans were developed during the quarter. Cumulatively a total of 44 Parish Rapid Physical Development Plans out of 32 planned (137.5%) were developed as at June 2020. Additional 12 parish boundary demarcations undertaken. A total of 1,264 title files submitted to Mbarara district remained unapproved by Mbarara District Land Board. In addition 100 land title file applications were submitted to Oyam District Local Government for processing. The Ministry has engaged all the Local Governments on processing the submitted files.
- Undertaking Rapid Physical Planning Appraisal (RaPPA) exercise was completed in the four pilot SLAAC districts. RaPPA feeds into and supports the process of demarcation and therefore certification.
- TORs finalised with input from IDA for procurement of a consultant to develop Computer Assisted Mass Appraisal System (CAMA). Actual procurement and implementation of CAMA to be undertaken during Additional Financing (AF).
- Conducting Feasibility Study for the Mortgage Liquid Facility (MLF) was completed. Consultations between MLHUD and MoFPED on implementation of recommendations is ongoing.
- Training plan developed and various staffs trained at different locations as per the plan as indicated below: 2 staff members attending MSc Course in MUK in Geo-Information Science and Technology; Master's Degree courses for Valuation (2), Legal Studies on Oil & Gas (1), Surveying (1), ICT (2); and Professional Certification on ICT (4)
- Development of Gender Strategy for National Land Policy was completed and implementation is ongoing
- Development of IEC Strategy was undertaken and implementation of the agreed strategy is ongoing.

BUSINESS REGISTRATION AND LICENSING REFORM:

- Construction of Uganda Business Facilitation Centre (UBFC) continued and overall progress of work increased from 50% as at June 2019 to 72% by the end of June 2020. Contractor undertaking various completion works during the quarter including plumbing, fittings, electric, tiling and cladding. The UBFC will house Uganda Registration Services Bureau (URSB); Uganda Investments Authority (UIA); Capital Markets Authority (CMA) and will have a floor with One Stop Centre designed to accommodate about 15 service points for other Government Agencies. UBFC is twelve (12) storied reinforced concrete frame office building, of approximate total floor area of 17,146 m² comprising (4) basements with

approximate total floor area of 7,897m² and 9,249 m² for the other floors. Cladded in curtain walling and alcobond sheet cladding covering approximate areas of 3,500 m² and 5,000 m². Services shall include Electrical, Mechanical, and ICT Installations, and Health, Safety & Environmental Safe Guards.

- The review of Evaluation report for an Online Business Registration System for URSB being concluded with IDA comments and will facilitate finalising the procurement process.
- Pilot One Stop Centre at URSB brought seven agencies including URSB, URA, MoLG, KCCA, NSSF, MLHUD, and Free Zones Authority to provide services to the public under one roof.
- The Second phase of Training in Regulatory Impact Assessment (RIA) was undertaken in August 2018 for 138 participants from various MDAs.
- The design and installation of an EDMS for URSB completed in December 2017. EDMS operational support is being provided by the consultant.
- Improvement of IT Infrastructure that involved structure cabling for local area network for both the headquarters and regional offices was completed. The process involved an overhaul of the entire ICT infrastructure of the entity including the establishment of the WAN.
- The project supported the operations and maintenance of the Customer Call Centre.
- Consultancy to prepare principles for amending the laws on Business Licensing was concluded.
- Support for maintenance of the network of regional offices was provided.
- Data base harmonization for URSB was concluded.
- Design and Installation of the Que Management System was concluded.
- Improvement of the server room that commenced in the 2015/16 was concluded in 2016/17. Maintenance of the room is being undertaken by URSB.
- Disaster recovery site for URSB was established.
- Power systems including UPS, Automatic Voltage Regulator (AVR) and Automatic Transfer Switch (ATS) were procured.
- Fully furnished and well-staffed electronic registry office was established.
- Informational electronic licensing portal with licensing information was established and a website and intranet was maintained to allow easy access to information to stakeholders.
- The project supported recruitment and retention of the 36 recruited staff comprising technical and administrative to support implementation during the time of the project. The staff were later handed over to GoU.
- Organization wide review of the structure, process and operations of URSB was undertaken and report submitted to MoPS for consideration of the recommendations.
- 232 URSB staffs were trained in change management aimed at anchoring the reforms within the right staff attitude.
- Radio infomercials on Business Registration were undertaken and many stakeholders were sensitised on the business registration and business licensing reforms.
- Advertising of the e- licensing portal in the print and electronic media was undertaken.

- Radio and TV talk shows, jingles & spot adverts were undertaken.
- Media Campaigns on Bukedde and NTV were undertaken

TOURISM COMPETITIVENESS DEVELOPMENT

UHTTI

- Feasibility study and Design of UHTTI hotel was concluded.
- ESIA for the construction of UHTTI was undertaken and certificate of clearance obtained from NEMA.
- Construction of application hotel continued and overall percent completion increased from 68% registered in June 2019 to 77% by the end of June 2020. Just like UBFC described above, the construction pace was partly affected by the outbreak of COVID 19 reducing progress. Finishing works, and landscaping works are ongoing and the revised completion date is end of September 2020.
- The review of procurement process for furniture, fittings and equipment (FFE) for UHTTI was concluded, stakeholder engagement undertaken and consensus reached to shift implementation to CEDP-AF to harmonise the process with the anticipated additional construction of the hotel under CEDP - AF.
- The revised curriculum was approved by National Council for Higher Education (NCHE). UHTTI is to roll out its implementation.
- The Technical Advisor was recruited in March 2018 and continued supporting MoTWA and UHTTI up to June 2019.
- Pedagogy training for 32 staff was undertaken by Kyambogo University from the 10/1/2019 to the 20/1/2019.
- Project supported procurement of training equipment and materials for UHTTI. These included 10 GPS handsets, 20 Binoculars, Photo-printers, projectors and 30 camping tents. The procurement process for 200 text books progressed to near conclusion.
- Project supported procurement of one pick up truck, computers and photocopier for the institute.

UTB

- Three PR and Market Representation firms were negaged for the three tourist markets of USA/Canada; UK/Ireland and Germany/Switzerland/Austria concluded their one year engagement with UTB. A comprehensive review of the performance of the firms was conducted and a Technical Working Group set up to develop revised TORs that were used for subsequent engagement of PR Market Representation firms under GoU funding.
- UTB was supported to participate in the following international Expos: - JATA Tourism expo in Japan; FITUR International Tourism Fair in Madrid Spain; MATKA Nordic travel Fair in Helsinki Finland; INDABA Tourism Expo in Duban South Africa; African travel

Market AKWAABA in Lagos Nigeria; and United States Tour Operators Association (USTOA) in the US. UTB was also supported and organized two Local expos namely – African Birding Expo (ABE) and Pearl of Africa Tourism Expo (POATE) both in Uganda. The expos provided excellent opportunities to market Uganda’s Tourism product.

- The project supported printing of 2,000 copies of the “The Best of Busoga Promotional Book” a Busoga Tourism Catalogue to be used in promotion of the cluster. The books were launched by the Speaker of Parliament on the 7th December 2016.
- Two FAM trip vehicles for procured in FY 2016/17 were maintained and remained operational supporting tourism promotional activities. The vehicles were handed over to the agency for Operation and Maintenance.
- Tourism promotional materials were procured and used for tourism promotional activities locally and internationally.
- The project Supported UTB in the development of Uganda Martyrs Namugongo as a religious tourism product.

UWA

- Installation of Fleet Management System (FMS) was completed with the procurement and installation of fuel probes that monitor fuel usage. A total of 172 equipment (vehicles and boats) were entered into the system and reduced fuel expenditure by 26%.
- Design and Installation of an IFMS for UWA was completed. The system was launched and is operational. Roll out of the installation of an IFMS for UWA from the headquarters to the National Parks was completed. Overall IFMS implementation reached 100% completion and system operational support is being provided by the vendor.
- Three modern tourism boats were procured for Lake Mburo, Queen Elisabeth and Murchison Falls National Parks and maintained until they were handed over to the Agency. The boats significantly improved tourist experience while visiting the three National parks as shown in their feedback to the Agency. The boats were still in good condition and operated well up to December 2019 when COVID 19 outbreak disrupted normal operations. The cumulative revenue collected from the boats is **UGX 6.1 billion** with L. Mburo boat collecting **UGX 3.5 billion**; Murchison Falls **UGX 1.0 billion** and Queen Elizabeth **UGX 1.5 billion**. The outbreak of COVID 19 and the subsequent lock down instituted across the globe by most countries significantly affected the tourism arrivals and the boats have generally been grounded since January 2020.
- Five Executive Tour buses were procured for UWA aimed at supporting domestic tourism in the country. The operation and maintenance of the procured buses is done by the Agency and Cumulative collections from the buses reached **UGX 741.2 million** by December 2019. Like the boats described above the buses have been largely grounded since January 2020.
- 14,000 copies of the UWA Magazine were printed and used for marketing and promotion events including outside the country.

MoTWA

- Consultancy for assessment and development of a framework for design and installation of Tourism Information Management System (TMIS) was concluded and paved way for the design and installation of the system expected under CEDP - AF. MoTWA technical team undertook a study trip to both Kenya and Rwanda to benchmark on TIMS. Following the completion of the development of a framework for TIMS, equipment and furniture for the decentralized system of data capture were procured and delivered. MoTWA thereafter handed over the same to UBOS, with whom an MoU was signed to take lead in collection and analysis of specific tourism data at all border posts.
- The Meetings Incentives Conferences and Events (MICE) policy and strategy were finalized in August 2017. The Project supported the implementation of the developed Meetings Incentives Conferences and Events (MICE) policy and strategy for the country. The Uganda Convention Bureau was established at MoTWA in the interim and was later transferred to UTB. UTB accordingly recruited a specific staff to manage MICE activities in FY 2019/20 with three other officers to be recruited during financial year 2020/21. Ugandan delegation was supported to participate in a number of MICE international exhibitions under CEDP support.
- Tourism Value Chain Analysis reflecting current market opportunities and priorities for implementation in the Tourism sector was concluded and launched in April 2018. The report is being used in providing insight and guiding specific interventions in the sector.
- MoTWA undertook staff capacity assessment internally and identified various trainings that were captured in the training plan. The trainings were prioritized and Change Management Training of 150 Tourism Sector staff including MoTWA; UTB; UWA; UWEC; UWRTI; UHTTI was undertaken in November 2018 as part of the implementation of the plan.

MATCHING GRANT FACILITY (MGF)

- MGF Cumulatively ran six calls for proposals, committing all the allocated funds totalling US \$3,000,000.
- Re-imbursements of US \$ 2,837,340 (95%) of the total allocation of US \$ 3,000,000 paid out to a total of 312 MSMEs that benefited from the grant.
- Grant closed in June 2019.
- Independent Assessment of the Performance of MGF was undertaken and final report rating the grant satisfactory was received in December 2019.

PROJECT COORDINATION UNIT (PCU)

- Technical support to implementation at agency level is being provided
- Interim Financial Reports (IFRs) to IDA and Progress reports to GoU are submitted up to June 2020.
- Annual External Audits of the project upto 2018/19 concluded and clean report received. All the Audit reports have been clean and unqualified. Preparation are ongoing for the 2019/20 external Audit process.
- Design of CEDP- AF was concluded and approved by IDA Board and Cabinet of Uganda. CEDP – AF is before Parliament of Uganda for approval prior to commencement of implementation.
- Implementation Support Missions of the project undertaken as per schedule.
- Oversight and supervision undertaken through monthly PTC meetings and quarterly PSC meetings.
- Draft Annual work plans and budgets prepared, the latest being that of 2020/21 whose implementation is pending parliamentary approval.
- The Project Results Matrix updated upto June 2020.
- Project Information, Education and Communication strategy developed and implemented.

Results and Progress towards achievement of the Project Development Objective (PDO)

The status of the PDO level Results indicators is as follows:

- a) Reduction in the number of days to register land from 52 in 2010 to 20 in 2020.
Target 25 days in 2020 – (Attained and surpassed)
- b) Reduction in number of days to register a business from 33 days in 2010 to 1day (less than 4 hours) in 2020 **Target 5 days in 2020 (Attained and surpassed)**
- c) Reduction in cost to register a business as a percentage of income per capita from 76.7% in 2010 to 40.5% in 2020 **Target 50% in 2020 (Attained and surpassed)**
- d) Increase in number of tourist visits to selected tourist sites from 190,112 in 2010 to 332,011 in 2019 **Target 400,000 in 2020 (Was on course but has suffered from lock down measured instituted as a result of COVID 19)**
- e) Increase in exports of non-traditional products – 11% **Target is 10% in 2020 (Attained and surpassed)**
- f) Total number of direct project beneficiaries is 287,632 out of the **Targeted 375,000** for over the project life time. (*Decrease in amount allocated to MGF from US\$8-US\$3 million may impact on attainment of this target.*)

- g) 51% of beneficiaries in (f) are female owned enterprises. **Target is 18% (Attained and surpassed)**

Others:

- a) **NTR Collections:** Annual NTR Collections under MLHUD increased from US\$ 7.6 million in 2013/14 to US\$ 41.6 million in 2018/19. Cumulatively, MLHUD has collected over US\$ 192 million up to 2018/19.
- b) **NTR Collections:** Annual NTR Collections under URSB increased from US\$ 2 million in (2010) to US\$ 15.2 million in (2019). Cumulatively, URSB has collected over US\$ 47 million.
- c) Business Name search is instant, Business name reservations and searches conducted online
- d) Increase in number of businesses registered from 301,613 in 2010 to 593,767 in 2019.
- e) A total of 2,460 new employees have been recruited by the benefiting MSMEs under MGF

Major Challenges:

- 1) ***Exchange rate fluctuations*** – The foreign exchange loss persisted and by the of the disbursement stood at US\$ 8.1 million. The project had to prioritize within the available resources targeted at high impact activities towards attainment of the PDO.
- 2) ***Inadequate capacity*** initially in the implementing agencies that affected implementation and was a threat to sustainability of interventions made by the project. In the short/medium term, Government provided resources for retention of staff recruited under the project under URSB. Additional resources were also provided to the entity to supports its operations. Additional resources however need to be availed in a more sustainable manner to support continuous recruitment and training; repairs, mantainance and replacement costs. Government also completed the restructuring of UTB in March 2019 and is to undertake restructuring of UHTTI.
- 3) Staff challenges also remained faced in the timely roll out of LIS as well as achieveving full operationalization of the MZOs. Most MZOs operate on partial staff thus affecting the service delivery.
- 4) ***Delayed enactment of key legislation*** which support implementation of reforms being undertaken and need for increased collaboration among government agencies for effective service delivery. The project by design mainly supported Technological and Administrative reforms which however required appropriate legislation if they are to be effective. MLHUD and URSB have continued to closely follow up this matter with relevant organs.

1.0 INTRODUCTION

1.1 Overview of the Report

This report presents the cumulative status of the CEDP Project-implementation since its inception in June 2014 to date. It highlights the major achievements of the project under the five components implemented by Ministry of Land Housing and Urban Development (MLHUD) and Private Sector Foundation Uganda (PSFU). The report discusses the key outputs as expected in each of the components and where the project is in delivering them. The report further outlines the major implementation challenges encountered, lessons learnt as well as strategies for addressing the challenges in order to maximize its benefits. It further provides the status of achievements of the Project Development Objective (PDO) and Key Performance Indicators (KPIs).

The report is comprised of six (6) chapters. The first section of the report presents the Executive Summary that highlights the overview of progress towards meeting the PDO as contributed by the various components.

Chapter one, presents the introduction and background of the Project. It highlights the context in which the CEDP Project was designed; the institutional framework underlying the Project design and implementation; it also presents the general description of the project. Chapters two to six provide detailed information on the status of implementation under the five component namely: Land Administration Reform (LAR); Business Registration and Licensing Reforms (BRLR); Tourism Competitiveness Development (TCD); Matching Grant Facility (MGF) and Project Implementation (PI).

The report provides updates on the Key Performance Indicators and other aspects of the project as shown in the annexes.

1.2 Project Implementation put into Context

CEDP is a follow up project that builds upon the PSCP II, which helped improve the business environment by: decreasing policy constraints; strengthening institutions, such as PSFU; enhancing the private sector dialogue; and providing support to firms. The PSCP II was private sector-driven and achieved the following: a total of 2,700 people, 40 percent of whom were women, were trained in different skills; eight new product brands were created and penetrated foreign markets; the land survey school was rehabilitated and re-opened; the land information system (LIS) was developed, installed and operated in an area that covers about two thirds of Uganda's formal land markets; and 13 zonal land offices were built.

1.3 Project Development Objective

The Project Development Objective of the CEDP is to improve the competitiveness of enterprises in Uganda by providing support for: (i) the implementation of business environment reforms, including land administration reform; and (ii) the development of priority productive and service sectors.

1.4 Project Components

The intervention areas of the Project are categorized into five (5) components, namely: (1) Land Administration Reform (LAR) which funds the continuation and scale-up of the land reform process carried out under the PSCP II. It has four sub components namely: (i) Improving land administration (ii) Undertaking systematic registration of communal and individually owned land (iii) Implementing a program of actions for strengthening institutions and mechanisms for land dispute resolution, (iv) Implementing a program of actions for strengthening land administration and management institutions. (2) Business Registration and Business Licensing Reforms which aims to reduce the burden for businesses in dealing with registration and licenses procedures by creating an online one-stop-shop for business registration and an e-registry for business licensing, and by implementing measures aimed to simplify and streamline business registration and business licensing procedures. (3) Tourism Competitiveness Development whose aim is to provide support to the tourism sector through strengthening public and private sector stakeholders and their collaboration to develop a competitive tourism offering. (4) Matching Grant Facility which entails provision of Matching Grants to beneficiaries for implementing business development services (BDS), including, among others, technology improvement, management training, record keeping, quality certification and marketing, in priority sub-sectors namely: tourism; coffee; grains and pulses; horticulture; edible oils; fisheries and information technology/business process outsourcing and (5) Project Implementation aimed at strengthening the capacity of PSFU and MLHUD for overall coordination and management of activities (including procurement, financial management, environmental and social safeguards, monitoring and evaluation, supervision and reporting aspects) and Strengthening transparency and governance arrangements for the project. In particular, this will be done through: (i) conducting a diagnostic on governance capacities of implementing agencies; and (ii) conducting monitoring and evaluation, through provision of technical advisory services, goods, non-consulting services, Training and Operating Costs and Developing and implementing an information, education and communications strategy for the project.

1.5 Target beneficiaries

The primary direct project beneficiaries are both existing and future entrepreneurs conducting business in Uganda and owners of land that will be registered by the project. All entrepreneurs do benefit from the cross-cutting business environment reforms i.e. (land administration, business registration, and business licensing reforms).

1.6 Project Major Milestones

The major milestones of the Project are as follows: -

- | | |
|-------------------------------------------------|---------------------|
| • Approval by the World Bank Board of Directors | May 9, 2013 |
| • Approval by Parliament of Uganda | December 19, 2013 |
| • Legal Opinion date | January 17, 2014 |
| • Financing Agreement signed | January 31, 2014 |
| • Effectiveness date | June 6, 2014 |
| • Projects MTR date | June to August 2016 |
| • Expected completion date | November 30, 2022 |
| • Expected closing date | May 30, 2022 |

1.7 Project implementation framework

The Government of Uganda (GoU) developed the Second Competiveness and Investment Climate Strategy (CICS II) 2011 – 2015, which identified the development of vibrant growth clusters as Uganda's top priority. Rather than spreading resources thinly across many sectors, a value chain approach was employed for selected high-impact clusters. CICS II identified five priority agricultural clusters (coffee, grains and pulses, horticulture, edible oils, fisheries) and two non-agricultural clusters (tourism and information technology/business process outsourcing). CEDP provides funding to support TA in management and production techniques for the stakeholders in a number of high-potential subsectors identified by CICS II, as a continuation of a successful MGF implemented by Business Uganda Development Scheme (BUDS) as part of the PSCP I and II. The project also supports the tourism sector through: macro-level interventions to complement micro-level support to tourism businesses in form of matching grants.

1.8 Progress towards meeting CEDP Project Credit Conditions and Covenants

All the conditions for disbursement of funds to PSFU and MLHUD as well as covenants applicable to project implementation set out in the Project Appraisal Document (PAD) were met and implementation has been progressing well.

1.9 CEDP Mid Term Review (MTR)

The project MTR was undertaken between the 13th June and 2nd August 2016 across components. The process was conducted in a participatory manner provided a platform for constructive engagement between implementers and funders and reprioritisation of the project activities within the changed project context. The MTR had a number of outcomes: First, Project performance was reviewed across the board, appropriately rated and critical recommendations made moving forward; secondly, the Projects Results Framework was re-examined and a revised framework adopted after re-aligning the project activities and the expected results; thirdly, financial restructuring was undertaken in line with the changing project context and priorities. Annex II to this report shows the details of the financial restructuring.

2.0 LAND ADMINISTRATION REFORM

2.1 Component Objective:

To consolidate, enhance and scale-up land sector policy and institutional reforms to create an enabling environment that will contribute to elimination of key constraints to the cost of doing business and Uganda's international competitiveness. The purpose is to enhance security of tenure while doing business and to encourage investment, particularly, in the medium and small manufacturing enterprises sector, to enable the private sector to be better positioned to respond to opportunities in specific categories of the market.

2.2 Specific Objectives

There are strong economic reasons for governments to systematically underwrite tenure security, which has long been recognized as a public good. In the absence of public enforcement, tenure security has to be obtained by socially inefficient (although, perhaps, individually optimal) investment in boundary demarcation and defensive actions to repel other claimants.

The Land Component of CEDP has the added objective of creating an efficient and corrupt-free land administration system by rolling out the LIS to all regions of the country. It facilitates mass formalization and registration of land rights, and encourages the creation of an effective land market, positively impacting enterprise creation and poverty reduction by supporting customary land owners and Mailo title holders in rural communities to register their land assets. Security of tenure encourages productivity-augmenting investments thus ensuring food security and reduction of rural poverty among participating households. These objectives increase opportunities for reducing rural poverty (focus on private sector competitiveness should not be lost as well) by making the physical environment for delivering land services more appealing to the general public. It also extends access to high quality, low cost land information, adding to the transparency of land services by removing manual systems and processes that, until now, have encouraged corruption.

2.3 Subcomponents of the Land Component

This is the largest sub component with up to 10 major activities as listed below: -

2.3.1 Subcomponent 1: Improving land administration

Sub-activity 1: Construction of ten zonal land offices in Kabale, Luwero, Mityana, Mpigi, Moroto, Mukono, Rukungiri, Soroti, Tororo and Wakiso; The aim is to provide modern infrastructure designed to enhance decentralization of land services, improve the title registration systems by accelerating the adoption of ICT in all land office operations and making their transactions more transparent and secure, and by making the registry offices more focused on servicing customers.

Sub-activity 2: Developing and implementing a land information system incorporating registration, valuation and physical development planning functions in all zonal land offices. Strengthening valuation and land use planning functions, including the conversion of all associated land records.

Sub-activity 3: Strengthening land use planning functions including the development of geographic information system, establishment of appropriate data bases and systems and preparation of physical development plans at the national, regional, district and local levels.

Sub-activity 4: Strengthening land valuation functions, including, reviewing the policy and legal framework, developing valuation data bases and systems and collecting necessary field data, developing capacity in the public and private sectors, and improving land registration processes

Sub-activity 5: Developing the legal and policy framework for land-related housing and urban development and urban development and designing programs for implementation;

Sub-activity 6: Developing and implementing policies for a geodetic reference framework, national spatial data infrastructure and mapping; Updating and implementing the horizontal geodetic reference framework including two continuously operating reference stations. Project investments under this sub-activity are intended to upgrade the technology for spatial data production, distribution and use in both the public and private sectors.

Sub-activity 7: Strengthening the capacity of the survey and mapping department for carrying out surveys and managing acquisition and processing of spatial data.

Sub-activity 8: Producing and disseminating base maps for land administration the Survey and Mapping Department's capacity for producing and serving spatial data in appropriate formats to meet the growing land administration and land management needs of the country;

Sub-activity 9: Conducting a comprehensive review of the legal, institutional and operational aspects of the Uganda Land Commission to identify gaps and making recommendations for improvement;

Sub-activity 10: Provision of technical advisory services for carrying out an inventory of public land. Activities under this component include reviewing the legal, institutional, and operational aspects of the Uganda Land Commission and recommending programs for implementation; developing administrative regulations and guidelines for managing government land.

2.3.2 Subcomponent 2: Undertaking systematic registration of individual and communally owned land

Activities under this sub-component include a detailed diagnostic study of the legal, institutional and socio cultural framework of customary and community land management institutions and recommendations for their integration into the formal legal system. These include:

- (i) Organizing and establishing communal groups into Communal Land Associations (CLAs) in priority areas, including the Northern and Eastern Regions;
- (ii) Systematic demarcation and registration of communal lands in the names of CLAs (600 CLAs);
and
- (iii) Demarcation and registration of individual lands in rural and peri-urban areas, including issuance of titles to said individuals (75,000 Certificates of Title).

2.3.3 Subcomponent 3: Implementing a program of actions for strengthening institutions and mechanisms for land dispute resolution

This subcomponent directs resources and technical assistance to develop a more collaborative relationship with the judiciary, both in terms of extending and improving the operation of Land Tribunals, to improve the adjudication of land cases, and deepen the training of judges, lawyers and other key actors in land administration processes and in the use of Alternative Dispute Resolution (ADR) mechanisms.

Sub-activities will focus more specifically on:

- i) Conducting a review of the Judiciary's rules and procedures for adjudication of land disputes to identify gaps and recommendations for improvement;
- ii) Strengthening the capacity of the Judiciary and other land agencies for implementing alternative dispute resolution and mediation programs;
- iii) Compiling and disseminating material on land laws and related documents;
- iv) Provision of training to the Judiciary and other land tribunals;
- v) Conducting a comprehensive review of the legal, institutional and operational framework of land tribunals to identify gaps and make recommendations for improvement and;
- vi) Disseminating relevant legal documents to raise greater awareness of the law and people's appreciation of their land rights.

2.3.4 Subcomponent 4: Implementing a program of actions for strengthening land administration and management institutions

The subcomponent provides resources particularly for: -

- a) Conducting a comprehensive review of the organizational structure and capacities of land administration and management institutions to identify gaps and make recommendations for improvement;
- b) Conducting an assessment of other public and private land sector institutions to identify skill gaps and implementing capacity development programs;
- c) Constructing a dormitory and multi-purpose hall for the institute of survey and land management and equipping said institute with instructional equipment;
- d) Developing and implementing gender, civil society engagement and communication strategies; and
- e) Provision of technical advisory services for said purposes.

2.4 Cumulative Progress during the reporting period

The main milestones under this component include: -

- a) Completion of construction works of the 10 MZOs (Mpigi, Mityana, Moroto, Tororo, Luweero, Rukungiri, Kabale, Soroti, Mukono, Wakiso), the Dormitory and Multi-purpose Hall for the ISLM;

- b) Development of an enhanced and comprehensive system which led to the operationalization and rollout to all the 22 MZOs of: Wakiso-Busiro, Wakiso-Kyadondo, Kampala, Mukono, Jinja, Masaka, Mbarara, Lira, Kabarole, Kibaale, Masindi, Aura, Gulu, Mbale, Luweero, Mpigi, Mityana, Kabale, Rukungiri, Soroti, Moroto and Tororo MZOs;
- c) Lira, Kibaale and Kabale MZOs were launched by H.E. the President of the Republic of Uganda;
- d) Upgrade of ICT equipment and system for the National Land Information Centre, Surveys and Mapping Headquarters, Uganda Land Commission and MLHUD/HQ;
- e) Held the Land Information System International Conference at Protea Hotel in Entebbe;
- f) Development of the National Physical Development Plan;
- g) Improvement of the Geodetic Reference Frame and establishment of 12 Continuously Operating Reference Stations in order to improve the quality of surveys in the country;
- h) Production of Basemaps for Land Administration; and
- i) Appointed the Standards Committee and Technical Standards Committee for the Land Information System to review project implementation and advice the Consultants on matters related to the Land Administration processes.

Launch of Lira, Kibaale and Kabale MZOs: The Ministry launched Lira, Kibaale and Kabale Ministry Zonal Offices. The functions were officiated to by H.E the President of the Republic of Uganda.

No.	MZO	Day of Launch
1.	Lira	2 nd February, 2017
2.	Kibaale	9 th September, 2017
3.	Kabale	31 st July, 2019

The launch was preceded by a series of activities organised by both the Ministry and the consultants (IGNFI/IGN France Consortium). These activities included: land awareness campaigns through the media; and sensitization meetings with the district political and administrative leadership.



Launch of Lira MZO by H.E. Yoweri Kaguta Museveni – 2nd February, 2017



H.E. Yoweri Kaguta Museveni launching Kibaale MZO on 9th September, 2017



Launch of Kabale MZO by H.E. Yoweri Kaguta Museveni – 31st July, 2019

Completed contracts: MLHUD undertook and completed successfully the following contracts: -

- a) Design, Supply, Installation and Implementation of National Land Information System Infrastructure (DeSINLISI) worth USD 25,675,342. However, knowledge transfer activities still have to be undertaken
- b) Completing and modernizing the horizontal geodetic reference framework including twelve continuously operating reference stations worth Euros 3,491,524
- c) Consultancy services to review and finalise BoQs for renovation works of the seven (7) Ministry Zonal Offices in Kabarole, Kibaale, Mbale, Lira, Gulu, Arua and Masindi worth USD 40,126
- d) Renovation works of the seven (7) Ministry Zonal Offices (MZOs) worth USD 596,192.56
- e) Preparation of detailed designs and supervision of the 10 Ministry Zonal Offices; and a Hostel and Multi-purpose Hall for the Institute of Surveying and Land Management worth USD 385,365.58
- f) Baseline study for the Physical Planning that is intended to inform the policy, legal and institutional changes worth USD 200,000
- g) Consultancy services for Affordable Housing Finance Feasibility Analysis worth USD 45,678
- h) Formulation of the National Physical Development Plan (NPDP) including Plan for Roll-Out of Physical Planning throughout Uganda worth USD 1,844,800.
- i) Preparation of the Operations Manual, Training Manual and Mobilization and sensitization Manual worth USD 59,634
- j) Design, development and implementation of SLAAC Data Capture software/system. Data processing and management system for the Mini data processing centre worth USD 90,900

- k) Develop and set up an effective organised and well supervised land records management infrastructure for MLHUD and the MZOs worth USD 63,000
- l) Insurance cover for the NLIC, MZOs and Electronic equipment phase 1 worth USD 30,000.
- m) Environment and Social Impact Assessment (ESIA) worth USD 31,675.
- n) Construction of the 11 MZO buildings worth USD 4,007,644.

Mid-term Review Assessment: Mid-term review of the project occurred in the 2nd half of the year 2016. The performance of the project was rated satisfactory. Furthermore, during the Uganda–WB Country Performance Portfolio Review meeting held on 17th August 2018, the performance of CEDP was still rated satisfactory.

Opening of Diamond Trust Bank Ltd at the Ministry Headquarters: The Ministry in collaboration with Diamond Trust Bank Ltd (DTB) have opened up a branch office of the Bank at the Ministry Headquarters. The Bank is fully operational and this was intended to improve on Doing Business in Uganda.

The component continued to face the challenge of inadequate staff to fully operationalize the Ministry Zonal Offices (MZOs). However, the MLHUD continued to engage MoFPED and MoPS on the matter.

The detailed progress is as presented below: -

2.4.1 Subcomponent 1: Improving land administration

The project has cumulatively undertaken the following activities under this sub component: -

- 1. Construction of ten zonal land offices (MZOs) in Kabale, Luwero, Mityana, Mpigi, Moroto, Mukono, Rukungiri, Soroti, Tororo and Wakiso:** Although the original CEDP design catered for the construction of nine MZOs including Mpigi, Luwero, Mityana, Kabale, Rukungiri, Tororo, Soroti, Moroto and Mukono, it was agreed during the Implementation Support Mission of the World Bank that **Wakiso MZO** required a new building. The construction of all the offices has been completed across the sites and offices handed over to the ministry for installation of Land Information System (LIS). The aim was to provide modern infrastructure designed to enhance decentralization of land services, improve the title registration systems by accelerating the adoption of ICT in all land office operations and making their transactions more transparent and secure, and by making the registry offices more focused on servicing customers.

The Ministry accomplished the following: -

- a) Held a Stakeholder meeting on 14th October, 2014 at NLIC to review and approve the Terms of Reference for the Design and Construction Supervision (40 Land Administrators participated from the 21 Zonal Areas).

- b) Arch Design Ltd signed contract for the Design and Construction supervision of the 10 MZOs. Final Designs and Tender Documents were prepared and submitted to the Ministry.
- c) Contracts for the contractors (Techno Three Uganda Ltd; Yangian Uganda Co Ltd; and Sarick Construction Ltd) for the 3 Lots were signed
- d) Clerks of Works were procured to closely monitor the construction process. These worked together with the Construction supervision firm and the Construction Management Team (CMT) under the Ministry. The Clerks of Works were oriented and trained to undertake the supervision work.
- e) Construction works were completed and all sites handed over to the Ministry for installation of equipment and NLIS.



Kabale MZO construction works completed



Soroti MZO construction works completed

2. Rolling out of LIS:

This activity is focused on developing and implementing a land information system incorporating registration, valuation and physical development planning functions in all zonal land offices. Strengthening valuation and land use planning functions, including the conversion of all associated land records. The Ministry has accomplished the following: -

- a) Held a meeting on 3rd November, 2014 between the Ministry and RDCs, LCV Chairmen and CAOs of the host Districts in preparation for operationalization of the next LIS Phase II 7 MZOs of Fort-Portal, Kibaale, Mbale, Lira, Gulu, Masindi and Arua. Renovation of these 7 MZOs completed
- b) Consultant (IGNFI/IGN France Consortium) for the LIS Design Enhancement & Roll-Out to all 21 MZOs contracted on 27th January, 2015. The following have been achieved: -
 - ✚ LIS rollout phase was launched on March 10, 2015 and implementation started with the designs for the roll out phase.
 - ✚ Training of MZO staff in basic computer training, on-job training on the use of the new system and security training for staff in the 20 MZOs has been undertaken
 - ✚ Installation of new ICT equipment in the 19 MZOs has been done
 - ✚ Data Conversion of all maps, titles, forms, JRJs completed
 - ✚ Vectorization of parcels and maps completed

- ✚ 75,180 maps have been rehabilitated
- ✚ 74,401 maps have been scanned
- ✚ 70,534 maps have been georeferenced
- ✚ 502,806 parcels have been vectorised
- ✚ 26,747 maps have been vectorised
- ✚ Converted 56,881 JRJs; 44,650 LAFs; 43,633 Land Valuation forms; 454,273 Instruments; 15,285 Final Certificates; 69,212 Root titles; 14,384 Blue pages; and 122,607 white pages.
- ✚ The Ministry operationalized 22 MZOs of Wakiso-Busiro, Wakiso-Kyadondo, Kampala, Mukono, Lira, Kibaale, Kabarole, Mbale, Masindi, Arua, Gulu, Rukungiri, Mpigi, Kabale, Mityana, Luweero, Tororo, Soroti, Jinja, Mbarara, Moroto and Masaka as indicated below.
- ✚ Uganda Land Commission (ULC) was connected to the National Land Information System on 22nd October, 2019.
- ✚ Developed the Public and Corporate Portals
- ✚ Developed the Mobile Office and piloted its operations
- ✚ Installed the NLIS and trained staff at MLHUD/HQ, NLIC and Surveys and Mapping Department
- ✚ **LIS International Conference:** The Ministry organised and held the LIS International Conference on the 20th and 21st of February, 2020 at Protea Hotel, Entebbe. The theme of the Conference was “Global Modernization of Land Administration – Making your LIS a success”.

Approximately 200 delegates from over 25 countries, including Tanzania, Burundi, Ethiopia, Ivory Coast, Ghana, Cameroon, Burkina Faso and Liberia participated in the event to learn about the successful implementation of the NLIS in Uganda and share experiences on the implementation of Land Information Systems in their countries



International Conference on Land Information Systems Opening Ceremony by H.E. the President of the Republic of Uganda at Protea Hotel Entebbe Uganda, 20th March 2020.



H.E the President listens to the Presentation by the PS MLHUD during the conference



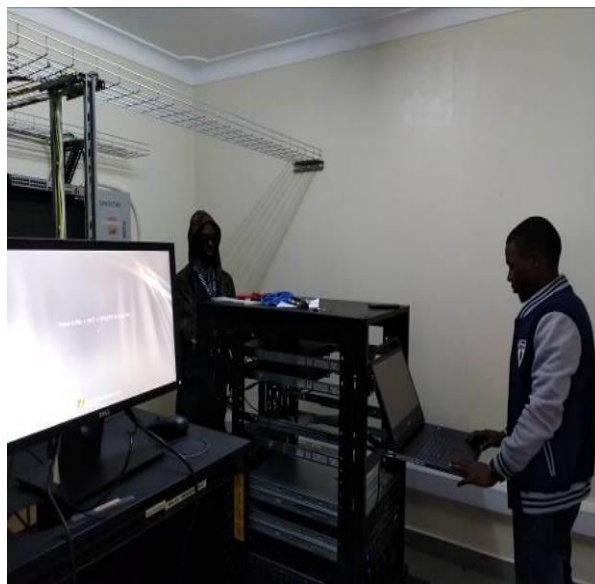
H.E. with some Conference Dignitaries on the 20th March 2020



A section of participants to the Land Information System International Conference held at Protea Hotel, Entebbe Uganda

Table 3: Lists of MZOs and their dates of Operationalisation

No.	MZO	Date of Operationalization	Financial year
1.	Lira	2 nd February, 2017	2016/2017
2.	Kabarole	3 rd June, 2017	
3.	Kibaale	9 th September, 2017	2017/2018
4.	Masindi	24 th October, 2017	
5.	Mbale	22 nd November, 2017	
6.	Arua	18 th December, 2017	
7.	Gulu	18 th December, 2017	
8.	Jinja*	28 th March, 2018	
9.	Masaka*	11 th April, 2018	
10.	Mbarara*	3 rd May, 2018	
11.	Rukungiri	3 rd May, 2019	2018/2019
12.	Mpigi	18 th June, 2019	
13.	Mityana	18 th June, 2019	
14.	Luweero	24 th June, 2019	
15.	Kabale	19 th July, 2019	2019/20
16.	Tororo	19 th August, 2019	
17.	Soroti	20 th August, 2019	
18.	Kampala*	27 th September, 2019	
19.	Mukono*	26 th November, 2019	
20.	Moroto	17 th December, 2019	
21.	Wakiso-Kyadondo*	21 st January, 2020	
22.	Wakiso-Busiro*	21 st January, 2020	



Installation of equipment enhanced National Land Information System (NLIS)

The Enhanced

NEW FEATURES FOR LIS

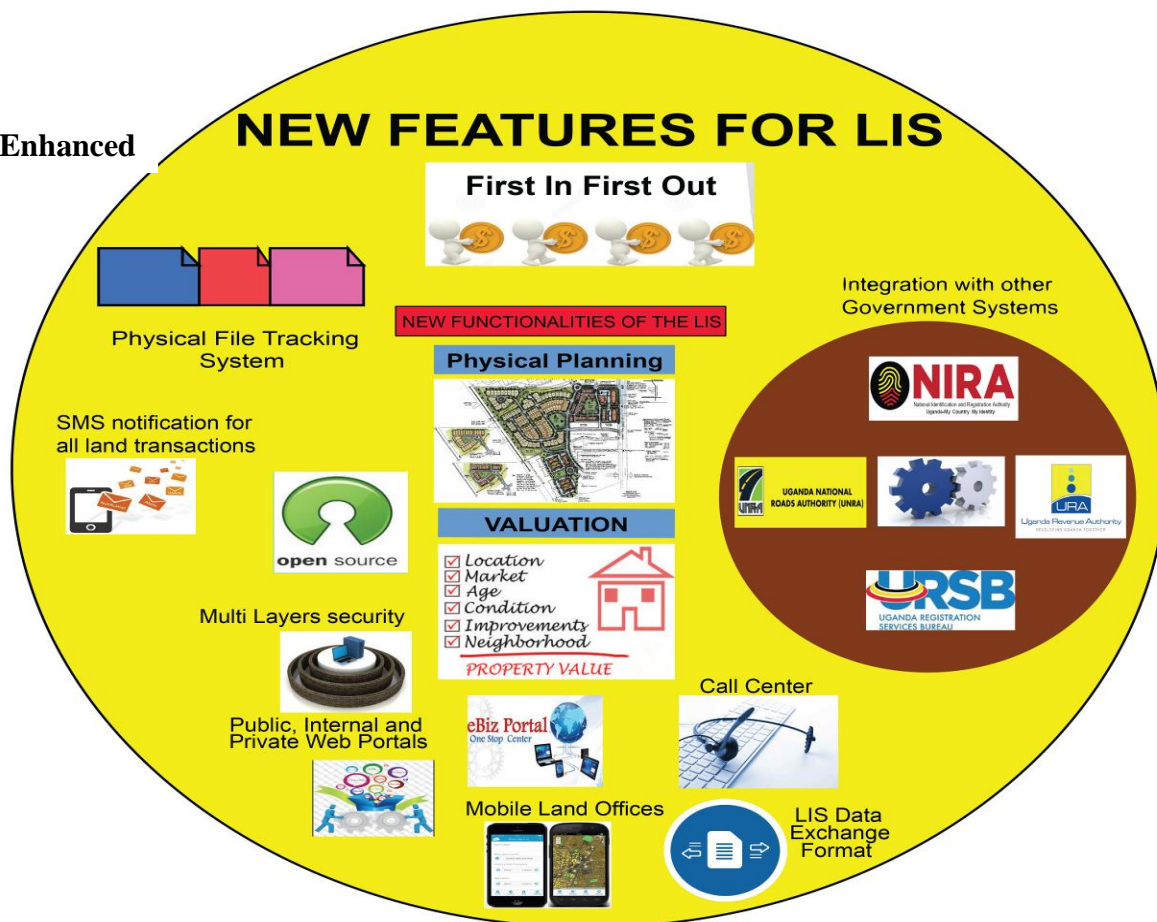
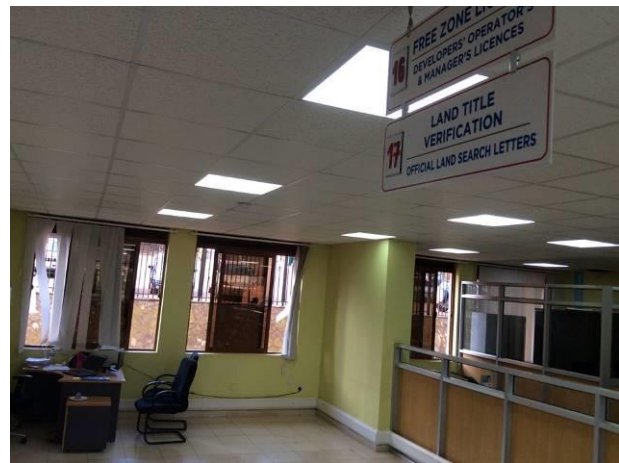


Table 2: Comparative analysis of the capabilities of Pilot (Phase 1) and Phase 2 of LIS

Pilot Phase (DeSILISOR)	Rollout Phase (DeSINLISI)	Status
6 MZO in regions + 1 Super MZO in Headquarter	<ul style="list-style-type: none"> 22 MZOs 	<ul style="list-style-type: none"> All 22 MZOs operational
Cadastre & Registration	<ul style="list-style-type: none"> Cadastre Registration Land Valuation Physical Planning Land Administration 	<ul style="list-style-type: none"> One database having all land registry services (intergrated)
No access to data for public and corporate users	<ul style="list-style-type: none"> Public Portal Corporate Portal Surveyor Portal 	<ul style="list-style-type: none"> All Portals developed Surveyor portal implemented and rolled out
Commercial Software – no source code provided	<ul style="list-style-type: none"> Open Source Software – system delivered with source code 	<ul style="list-style-type: none"> Open source software
Windows Desktop application	<ul style="list-style-type: none"> Web-based Application 	<ul style="list-style-type: none"> Web-based
	<ul style="list-style-type: none"> Integration with other authorities to reduce the fraud during registrations (URA, NIRA, URSB) 	<ul style="list-style-type: none"> Integrated with URA
	<ul style="list-style-type: none"> Queuing for land transaction submitted, First come Frist Serve. 	<ul style="list-style-type: none"> FIFO implemented
Cadastral DB + Registry DB	<ul style="list-style-type: none"> Fully integrated DB implemented according to LADM Standard 	
	<ul style="list-style-type: none"> Centralized User Management Server (LDAP) 	
	<ul style="list-style-type: none"> Enhancement of System Security (System and Physical): <ul style="list-style-type: none"> CCTV and Finger Print in all new MZOs 	

Pilot Phase (DeSILISOR)	Rollout Phase (DeSINLISI)	Status
	<ul style="list-style-type: none"> - No Internet Access from MZOs - “Private” Network – MPLS/VPN - Core Layer redundancy (2 switch in each MZO) - IT Security Policy for LIS 	

During FY 2017/18, the Ministry of Lands, Housing and Urban Development partnered with URSB and UIA in implementation of the One Stop Center eBiz. Clients, Land owners and users can now verify land and get a search letter for registered land falling under the different MZOs from the One Stop Shop Centre located at URSB. The charges are UGX 10,000 excluding bank charges and estimated time taken is between 20 minutes - 2 hours.



Pictures of MLHUD staff working at the One Stop Shop

Other LIS support activities undertaken

Over the period of implementation the Ministry established a Toll free number **0800-100004** at the National Land Information Centre. The toll free numbers are operated by Customer Support/Communication Officers.

The Ministry has also engaged with other Ministries, Departments and Agencies in order to enhance collaboration and integration of systems for Example URA, NIRA, KCCA, URSB, Banks and Administrator General among others.

- URA: Testing of the API as per Technical requirements done, Test report presented to development team to make some adjustments and to resolve identified issues.

- KCCA: Technical document finalized for both Long and short term solutions and now in the process of the developers incorporating the Technical requirements from KCCA.
- NIRA, waiting for the generic API from NIRA to ready.
- Banks, The corporate web and public Portals are under development with the LIS full Solution.
- UIA: MLHUD is working with the Ebiz Solution under UIA Control however there are some challenges for Equipment and other software issues/change request under development.



**Mukono
MZO after
construction**

Staff training in readiness for Roll out of LIS

Right from the design it was correctly observed that the LIS needs strong human resources capabilities to operate and sustain it. As a result an operational structure was agreed for all the MZOs and the recruited staff provided relevant training to enable them fulfill their mandate. The following are the key categories of trainings provided by beneficiary type: -

Table 3: Trainings undertaken for MoLHUD staff under CEDP

No.	Training type	Description of training	Beneficiaries
1.	Basic Computer Training	Basic computer trainings are intended to refresh the knowledge of the trainees on basic computer usage and applications, to build the level of confidence and to introduce them to the Linux-working environment upon which the new LIS is based	All Officers working on the system
2.	National Land Information Systems	These are specialized trainings tailored for MLHUD staff in order to build their capacity on use of the new LIS system.	All Officers working on the system
3.	Global Navigation Satellite System	The training conducted introduced staff to an overview of GNSS surveying, its advantages and processes	Surveyors
4.	QGIS	The training provided a brief introduction to QGIS, Introduction to	Cartographers

No.	Training type	Description of training	Beneficiaries
		attribute data, spatial database and management, practical exercises on cadastral map production including description of available data types, geo-referencing process and vectorization. The trainings also included procedures in geo-referencing.	
5.	Physical Planning Layer Editing and Map Geo-referencing Module	The purpose of this training is to introduce and familiarize Physical Planners to open source applications, GIS and tools (QGIS).	Physical Planners
6.	On the Job Training	The trainers work with the staff as they perform their day to day tasks and ensure they effectively operate the NLIS.	All Officers working on the system
7.	Security Policy and awareness training	NLIS security awareness session aims to enable the staff to be appreciative of the common security threats and understand the necessary measures to work securely in the MZO environment.	All Officers working on the system

3. Strengthening Land Use Planning function

This activity is focused on strengthening land use planning functions including the development of geographic information system, establishment of appropriate data bases and systems and preparation of physical development plans at the national, regional, district and local levels. The Ministry has been able to undertake the following:

- a) The Ministry organized a 3 day Physical Planning retreat bringing together different stakeholders and implementers of CEDP at Jinja Nile Resort Hotel. The purpose of this retreat was to link and complete the procurement plan, CEDP work plan, RaPPA activities and SLAAC pre-testing work plan.
- b) Consultant for NPDP was brought on board (Tzamir Architects and Planners and ROM Transportation Engineering Ltd JV) and commenced activities in July 2016. Submitted the acceptable Inception Report and embarked on Situation Analysis (D2)
 - Consultative workshops for the development of the National Physical Development Plan (NPDP) were undertaken. Situation Analysis report for the NPDP submitted.

- An Options Report ([6 Options namely: Economic, Social, Agricultural, Connectivity, Integrative and Environmental & Tourism](#)) for the National Physical Development Plan developed and submitted (See Annex II for details).
 - Regional Stakeholder engagements and dissemination workshops for the 2 options were undertaken and completed.
 - Final National Physical Development Plan developed and presented to cabinet for approval.
- c) Consultant for baseline study was brought on board.
- The Consultant presented the preliminary findings to the stakeholders on 19th January, 2017.
 - Final Baseline Report submitted to the Ministry. The Baseline report informed the Institutional and Legal changes to be undertaken for Physical Planning.

4. Strengthening Land Valuation Functions

This activity focuses on strengthening land valuation functions, including, reviewing the policy and legal framework, developing valuation data bases and systems and collecting necessary field data, developing capacity in the public and private sectors, and improving land registration processes. The Ministry has achieved the following:

- a) Study on Strengthening the Land Valuation Function completed
- b) LIS/Valuation Expert hired to draft Technical requirements
- c) Preliminary activities conducted including review of available Valuation documents, visit of areas and interaction with the staff in valuation division of the Ministry to support the development of the technical requirements for Computer Assisted Mass Appraisal (CAMA)
- d) Draft Terms of Reference and Bidding document for Consultancy to develop the CAMA submitted to the Bank for approval.

5. Developing the legal and policy framework for land related housing and urban development

This activity entails developing the legal and policy framework for land-related housing and urban development and urban development and designing programs for implementation. The Ministry undertook the following sub activities under this area: -

- a) Hired consultant to undertake a study on feasibility of setting up a Mortgage Liquidity Facility
- b) Study on A Mortgage Liquidity Facility (MLF) undertaken by Ms. Hedstrom and findings presented to stakeholders at Imperial Royale Hotel on 7th November, 2016. Final report discussed and forwarded to MoFPED for consideration. As part of preparation of a feasibility study, the preliminary business plan for setting up a Mortgage Refinance Facility in Uganda, which is the UMRC was also prepared.
- c) ToR for Consultant to develop the Real Estate Bill developed and cleared by WB. They were submitted to Contracts Committee for approval, cleared by CC and advertised. Terms of Reference to develop building standards cleared by WB and Expression of Interest for Consultancy were advertised.

6. Developing and Implementing policies for Geodetic reference framework

This activity focused on developing and implementing policies for a geodetic reference framework, national spatial data infrastructure and mapping; Updating and implementing the horizontal geodetic reference framework including 12 continuously operating reference stations. Project investments under this sub-activity were intended to upgrade the technology for spatial data production, distribution and use in both the public and private sectors. The Ministry was able to: -

During Financial year 2016/17, the Ministry contracted IGN France International & FUGRO Geoid on 24th April, 2017 to undertake activities of updating and implementing the Geodetic Reference Frame for Land Administration in Uganda.

During Financial year 2017/18, Implementation of the program for updating the Geodetic Reference Frame for Land Administration in Uganda commenced. The following has been achieved under this program: -

- a) Scanned 250 Description Cards of Bench Marks.
- b) Desktop Design of 12 Continuously Operating Reference Stations (CORS) completed.
- c) Training and Capacity Building Program and Plan developed
- d) Field Reconnaissance of the 1st and 2nd Order Stations undertaken in South Western Region, Part of the Central Region and North Eastern Regions.
- e) Developed and reviewed documentation on: -
 - Geodetic Network of 1st and 2nd Order Observation Computation and Adjustment Methodology.
 - Method of Interim Geoid Model Computation
 - NCC System Architecture
 - CORS System Architecture
- f) CORS Reconnaissance and monumentation in Moroto, Masindi, Kibaale, Lira, Soroti, Gulu, Masaka, Mbale, Jinja, Arua, Entebbe and Fort Portal undertaken as shown below:



CORS monumentation in Entebbe



Established CORS at Jinja MZO



Monumentation in the ground

- g) All the 12 CORS and National Control Centre (NCC) established and operational

7. Strengthening the capacity of survey and mapping department

This activity focuses on strengthening the capacity of the survey and mapping department for carrying out surveys and managing acquisition and processing of spatial data. The component has achieved the following: -

- a) Study on Review of Approaches to Surveys and Mapping completed
- b) Specifications for the required equipment prepared and submitted to the World Bank

8. Production and dissemination of basemaps for Land Administration

This activity focuses on producing and disseminating base maps for land administration the Survey and Mapping Department's capacity for producing and serving spatial data in appropriate formats to meet the growing land administration and land management needs of the country. The Ministry has achieved the following:

COWI/PASCO signed the contract on 30th September, 2015 for the production of base maps. The progressive achievements made under this program are listed below: -

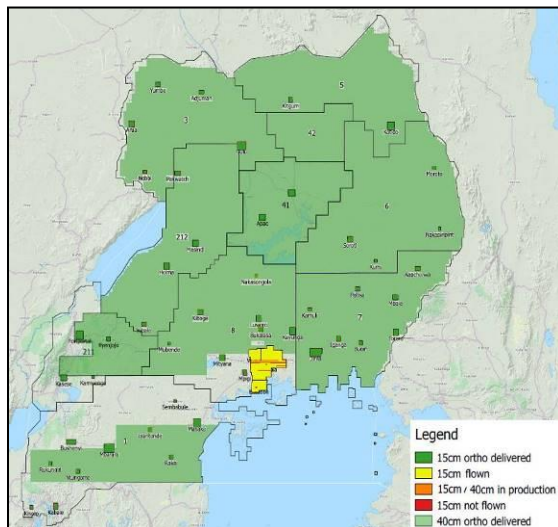
- a) Aerial photography is now at **95% completion** for 15 cm (urban) resolution and **89% completion** for 40 cm (rural) resolution
- b) **92% completion** for 15 cm resolution have been produced and delivered to the Ministry while **75% completion** for 40 cm resolution have been also produced and delivered.
- c) A total of 15 towns in the districts of Jinja, Mpigi, Kitgum, Adjumani, Arua, Nebbi, Gulu, Kibaale, Packwach, Hoima, Masindi, Yumbe, Kabale, Sembabule and Kisoro were flown at 15 cm resolution and their Orthophotos/basemaps delivered during financial year 2017/18.
- d) Completed ground control points coordination and reports. A total of **457/423** were input country wide.
- e) Capacity Building Training for **8 staff** in the Department of Surveys and Mapping has been completed.

- f) Site visit by Ministry staff to COWI India office was undertaken from 21st to 24th June 2017.

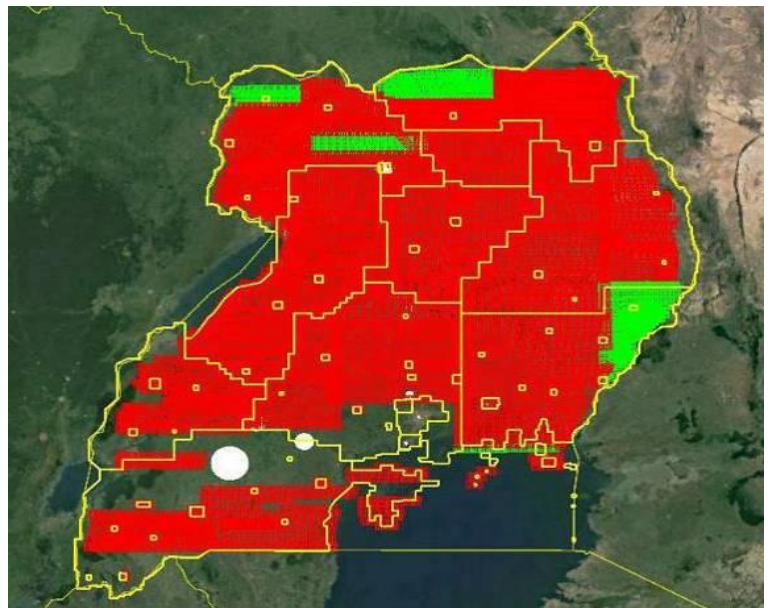


**Basemap
covered**

These basemaps have been used to support other Government projects and have resulted into Government saving approximately USD 20 Million (*See government entities benefiting from basemapping activity supported by the project as detailed in Annex I*).



Coverage of aerial photos



2.4.2 Subcomponent 2: Undertaking systematic registration of individual and communally owned land

This subcomponent on undertaking systematic registration of communal and individually owned land has registered some key achievements including: -

1) Preparatory and pre-testing Activities

- a) Systematic Land Adjudication and Certification Technical Committee (which is multi-sectoral and multi-disciplinary) in place to oversee implementation of Systematic Titling/Certification process.
- b) Development of selection criteria for Systematic Land Adjudication and Certification exercise to guide the selection of working areas.
- c) Selection of working areas exercise conducted in 61 districts in the Northern, Eastern and Western parts of the country between November and December 2015 and report finalized in March 2015.
- d) Consultants to prepare the Operations Manual and Review of Training Manual and Sensitization Booklet for Systematic Adjudication, Demarcation and Certification/Registration of Land contracted on 25th February, 2015. Final draft documents in place.
- e) Data capturing software developed
- f) Data Processing Centre (DPC) established
- g) Rapid Physical Planning Assessment for pre-testing areas completed
- h) Pretests in Jinja for both Rural and Peri-urban have been conducted. A total of 210 parcels have been fully adjudicated in the case of Mawuta. In Masese II, 273 parcels have been adjudicated as well. In Nyamiko, 98 parcels were completed.
- i) Demarcated and produced titles for 70 household parcels in Isingiro district
- j) Demarcated and processing 698 applications for households in western region (85 for Sheema district; 523 for Mbarara district; and 89 for Buhweju district)



SLAAC/TC Members conducting selection of parishes exercise



Reconnaissance, mobilization and sensitization visit in Jinja district



Systematic Adjudication Team demarcating parcels in Jinja-Mawuta

From FY 2017/18 to date, the Ministry has achieved the following activities:

- a) Contract for undertaking SLAAC activities signed between GIS Transport and the Ministry (Government of Uganda).
- b) Project areas include: Mbarara, Kiruhura, Ibanda and Oyam districts were preparatory activities have been undertaken by the consultant including reconnaissance visits to the project areas to inform the Inception report development and Project Implementation Plan.
- c) Mobilization, reconnaissance, training and sensitization completed in the 4 districts of Mbarara, Oyam, Kiruhura and Ibanda.
- d) 44 Rapid Physical Development Plans finalized and approved.
- e) All the 44 parish boundaries selected in the districts of Mbarara, Ibanda, Kiruhura and Oyam have been demarcated and surveyed
- f) 200 Control points established
- g) 24,403 out of 25,000 parcels have been adjudicated and surveyed in peri-urban areas
- h) 19,061 out of 50,000 parcels have been adjudicated and surveyed in rural areas
- i) 1,264 applications submitted to Mbarara District Land Office for approval
- j) Communal Land Associations (CLAs): 606 CLAs formalized in the Karamoja, Western, Acholi and central Region



Display and verification by beneficiaries in Mbarara district (Rwakishakizi and Kotojo parishes) undertaken

2.4.3 Subcomponent 3: Implementing a program of actions for strengthening institutions and mechanisms for land dispute resolution

This subcomponent focuses on implementing a program of actions for strengthening institutions and mechanisms for land dispute resolution has registered some key achievements including:

- a) Inception Stakeholders Meeting held on 25th July, 2014 to introduce staff of the Judiciary, JLOS, MJCA, ULRC, MLHUD, Private Sector, Academia, professional bodies, CSOs among others to the Land Dispute Resolution subcomponent of CEDP.
- b) Multi-sectoral Technical committee appointed - Working Group on Access to Land Justice to All (ALJA)
- c) Retreat for ALJA held to concretize the workplan and initiate the subcomponent activities
- d) Terms of Reference for conducting a comprehensive review of the legal, institutional and operational framework of land tribunals to identify gaps and make recommendations for improvement being developed.



ALJA members visit the Jinja MZO during the retreat



MLHUD convenes meeting with the Land Division Justices

- e) A learning route on E-conveyancing in UK was undertaken by both the Ministry and Judiciary delegation during FY 2017/18. The 13 member delegation to the HM Land Registry of England and Wales comprised of the following: -
- i) Hon. Betty Amongi - M/LHUD
 - ii) Yorakamu Bamuwine - Principal Judge of Uganda
 - iii) Hon. Dr. Justice Buteera Richard - Judge of the Supreme Court
 - iv) Hon. Dr. Justice Andrew Bashaija - Judge of the High Court
 - v) Hon. Justice Paul wolimbwa Gadenya - Judge of the High Court
 - vi) Mrs. Dorcas W. Okalany - PS/MLHUD
 - vii) Ms. Odoi Musoke Rachel Ajwang - Senior Technical Advisor JLOS
 - viii) His Worship Sam Emokol - Deputy Registrar Land Division
 - ix) Mr. Khaukha Andrew - Technical advisor
 - x) Mr. Opio Robert - Ag. CLR
 - xi) Mr. Ssekito Moses - Senior Registrar of Titles
 - xii) Mr. Kibande Joseph - Senior Registrar of Titles
 - xiii) Mrs. Ataro Louella - Senior Registrar of Titles

The Ministry organized a one-day seminar with the Judiciary on 4th October, 2017 to address issues of access to land justice. The Seminar was intended to enlighten the participants on the role and function of Land Registration Department in land conflict management and land dispute resolution and its linkages with the Judiciary; and the nature and operations of the Land Information System with emphasis on its advantages to the land sector and the Judiciary.

It was officiated to by Hon. Betty Amongi – Minister of Lands, Housing and Urban Development; Hon. Justice Musene Masalu; and Mrs. Dorcas W. Okalany - Permanent Secretary MLHUD. The resolutions from the meeting included:

- a) MLHUD should undertake sensitization activities of the public on land matters in order to reduce land disputes.
- b) Strengthening the capacity of the Judiciary (Land Division) to undertake their work.



2.4.4 Subcomponent 4: Implementing a program of actions for strengthening land administration and management institutions

This subcomponent on implementing a program of actions for strengthening land administration and management institutions has registered some key achievements including:

- a) ToRs/Technical Requirements for Program of Actions for Strengthening Land Administration and Management Institutions developed.
- b) Arch Design Ltd signed contract for the Design and Construction supervision of the ISLM Dormitory and Multi-purpose Hall and undertook the following: -
 - Consultant developed and submitted preliminary designs which were discussed with Ministry officials.
 - Preliminary Designs finalized
 - Construction works completed



ISLM Dormitory block



ISLM Multipurpose hall



Dormitory for ISLM completed under the project



Multi-purpose Hall Constructed at the ISLM

The Buildings were handed over to ISLM and are currently under use.

- c) One Coaster and 1 double cabin procured for the ISLM under the rehabilitation and modernization of ISLM.
- d) Baseline report produced for organization and functional review of land administration and Management institutions and reviewing the skills gaps in public and private institutions.
- e) Procurement of consultant to develop a comprehensive IEC Strategy completed the assignment as shown below: -
 - The inception report was presented and approved
 - Final comprehensive IEC Strategy developed
- f) Procurement of consultant to develop the gender strategy completed the assignment as shown below: -
 - The Gender strategy developed for the implementation of the NLP
 - The Gender Evaluation Criteria pre-tested in 3 districts
- g) Ongoing Training: 2 staff members attending MSc Course in MUK in Geo-Information Science and Technology. Other training undertaken include: Master's Degree courses for Valuation (2), Legal Studies on Oil & Gas (1), Surveying (1), ICT (2); Professional Certification on ICT (4); and Group Technical/Professional Training including (ICT, Records Management, Surveyors, Land Officers and Registrars and Valuers)

2.4.5 Subcomponent 5: Project Implementation under Land Administration Reforms

- a) The Ministry has been able to hire the following consultants to support project implementation as shown below: -

- Consultant for Supervision the Design, Supply, Installation and Implementation of National Land Information System Infrastructure (DESINLISI) and Related Projects contracted (Contract signed on 12th January, 2015 between the Ministry and Mike C.)
- Procurement Specialist for CEDP
- Physical Planning Advisor
- Records Management Specialist

b) The Ministry has in place the following officers to support the implementation of the project as indicated below: -

- Financial Management Specialist
- Environment and Social Management Specialist
- Monitoring and Evaluation Officer
- Project Accountant

Other Achievements in Pictures



Some of the vehicles procured to support project activities and enhance the ISLM



Free title verification exercise 2015 (Open day) at National Theatre



A section of the Land Sector Development Partner members inspecting the LIS at NLIC

2.5 Implementation challenges

The implementation of the project has had some obstacles including:

1. Delay in approval of the project: There was a delay in approval of the project by Parliament and consequent delay in effecting its operations. The project was approved on 9th May, 2013 and became effective on 6th June, 2014. This caused a delay in the implementation of the project.
2. Taxes: The Government of Uganda introduced a new tax regime for projects in the FY 2014/15. These taxes were not considered during development and approval of CEDP which caused a negative effect on the project budget at the beginning of the project.
3. Delay in the Legislative review process for land related laws to support the reforms supported by the project.
4. Lack of an agreed institutional framework and structure for the NLIC
5. Delay in recruitment of staff for the Ministry Zonal Offices (MZOs) to enable the training and capacity building program under the LIS rollout start as planned.
6. Insufficient funding for LIS maintenance particularly for the Phase I MZOs of Mbarara, Masaka, Jinja, Wakiso, Mukono, Kampala; MLHUD/HQ; NLIC; and Surveys and Mapping Department resulting in lack of basic supplies, inability to provide Government support for maintenance of LIS Hardware and software, air conditioners and other ICT equipment. It was also a challenge to provide basic services for cleaning, security services etc.
7. Unstable Power supply leading to damage of the ICT Equipment such as UPS', stabilizers, CPU's etc resulting in disruption in service delivery.
8. Poor internet connectivity particularly for Wakiso MZO
9. There were delays in carrying out the pre-testing exercise for Systematic Titling in rural and urban areas due to the National Election Program which impacted on the progress of the overall SLAAC program from October 2015 up to March 2016.
10. Delay in capturing aerial photography for restricted areas and international borders; and the bad weather that affects the base mapping project. The project has also been affected by communities that are destructing the Geodetic Control Points established under the project

2.6 Land Administration Reforms results

An analysis of the results under the component to date indicates the following: -

1. Number of days to register a property reduced from 33 in 2010 to 20 days in 2020 against a target 25 days in 2022.
2. Number of land parcels adjudicated and demarcated under the project is currently 43,464 against the target of 75,000 in June 2020.
3. Percentage of customers reporting satisfaction with the land registration services increased from 54.5% in 2015 to 78.5% in 2019 against the target of 70% in 2022.
4. Increase in NTR collections per year from US \$ 7,600,000 in 2010 to over US \$41,600,000 by 2018/19 (MLHUD Records).
5. Cost saving to government of over US \$20 million through implementation of Basemapping as detailed in Annex I to this report.

2.7 Conclusion

The component performance was rated satisfactory. The set targets are on target to be met and others have been met and others surpassed. The private sector recognises the reforms and impact as demonstrated by the improved customer satisfaction rating.

3.0 BUSINESS REGISTRATION AND LICENSING REFORM

3.1 Component Introduction

Uganda Vision 2040 recognises the need to formulate and implement sound policies and regulations that permit and promote private sector development. This is to ensure reduction in regulatory costs and risks associated with business registration and obtaining business licenses, and on simplifying compliance procedures for small and medium enterprises.

The Government of Uganda (GoU), through the Ministry of Finance, Planning and Economic Development (MoFPED) acquired a loan under the Competitiveness and Enterprise Development Project (CEDP) and part of it is supporting URSB in implementing business registration and licensing reforms.

The implementation of CEDP is therefore in line with Government economic reforms to facilitate private sector led economic development and URSB is identified as one of the public institutions identified as a key stakeholder in ensuring competitiveness of the economy through registration of business enterprises, intellectual property rights, liquidation of companies and vital civil events.

With funding under CEDP, URSB is implementing component 2 focussing on activities that reduce the burden for businesses in dealing with registration and licensing procedures, limiting the scope of application and streamlining the issuance processes through the creation of a **one-stop-shop** for registration and licensing of businesses.

In the 2016/17 budget speech, Government appreciated the role of business registration and licensing reforms and provided Shs. 8 Billion to implement the TaxPayer Register Expansion Program (TREP). TREP will enhance coordination between the Uganda Revenue Authority (URA), Uganda Registration Service Bureau (URSB), Kampala Capital City Authority (KCCA) and other local authorities. The program will help businesses to formalize their operations through business licensing and registration.

Component Objective: To reduce the burden for businesses in dealing with registration and licenses procedures by creating an online one-stop-shop for business registration and an e-registry for business licensing, and by implementing measures aimed at simplifying and streamlining business registration and business licensing procedures.

3.2 Component Sub-Components:

The component has three sub-components namely: Strengthening business registration institutions and processes; Developing and implementing an information, education and communications strategy and Conducting training and capacity building of staffs.

3.3 Key Implementation progress during the reporting period

3.3.1 *Strengthening Business Registration Institutions and Processes*

The activities under this sub-component include:

- (a) **Construction of a central office for the URSB;** URSB planned acquisition of an own home to leverage office space, guarantee the security and efficacy of records, key installations especially ICT equipment and to generally support service delivery processes of the Bureau.
- (b) **Establishing an e-registry for business licensing, including an appropriate technology platform and software application.** Under this Sub-component, the informational e-registry was to be enhanced and updated and then later upgraded to make it transactional with online application and payments so as to meet the needs of the business community. This was to be implemented in a phased manner starting with key agencies and would support business owners to have the ability to apply, pay online, view the status of applications and also upload supporting documents. Selected pilot licensing agencies were to have the ability to customize forms, manage workflows and reporting as well as integrating with the transactional e-registry.
- (c) **Establishing a one-stop shop for business registration, including, a network of local and regional offices;** under this sub-component, a web based online technology platform that is linked with other key licensing agencies to enable online registration was to be established. This would involve where possible merging some different procedures into one procedure that can make them less cumbersome. A unique business ID number that ties information to the correct entity to support electronic sharing of information businesses was also to be established.
- (d) **Streamlining business registration and licensing procedures (and eliminating unnecessary procedures);** this involves clarifying on the roles and responsibilities of licensing agencies i.e. preregistration, registration, allocation of unique IDs, integrated registration services, and dissemination of registered information. A single registration form and business identification number were to be generated upon registration and be used when reporting, paying, or making inquiries.
- (e) **Implementing capacity building activities for URSB and other relevant regulatory agencies' staff.**

Under this subcomponent, Capacity building of URSB staff and those in other relevant regulatory agencies were to be enhanced. It is important that the technology used in the registration process correspond to the skills and abilities of agency staff and prospective clients. URSB was to undertake change management programs through relevant seminars and workshops targeting all stakeholders to align their attitude to the current approach to business processes at the Bureau in order to increase performance efficiency.

(f) Developing and implementing an information, education and communications strategy.

The activities under this sub-component would include conducting of a communication campaign and improved transparency and communication with businesses and the public using television, newspapers, radio, brochures, a consultation portal, conferences, and seminars. It is paramount that the services of URSB on business registration and licensing be widely and correctly understood by the users, key stakeholders and the public. URSB would engage robust approaches for boosting and sustaining public and stakeholder awareness and support.

Achievements

1. Construction of the UBFC:

Construction of Uganda Business Facilitation Centre (UBFC) continued. During the FY 2019/20 percentage completion increased from 50% registered in June 2019 to 72% registered as at end of June 2020. Structural works were concluded and finishing works are ongoing. The construction process was partly affected by the outbreak of COVID 19 that reduced the pace of progress but has currently picked up. The UBFC will house Uganda Registration Services Bureau (URSB); Uganda Investments Authority (UIA); Capital Markets Authority (CMA) and will have a floor with One Stop Centre designed to accommodate about 15 service points for other Government Agencies.



Front view of UBFC under construction at Kololo (June 30, 2020)



Section of the restored boundary wall



In side URSB washrooms being constructed



Fixing the roof for the Conference Hall



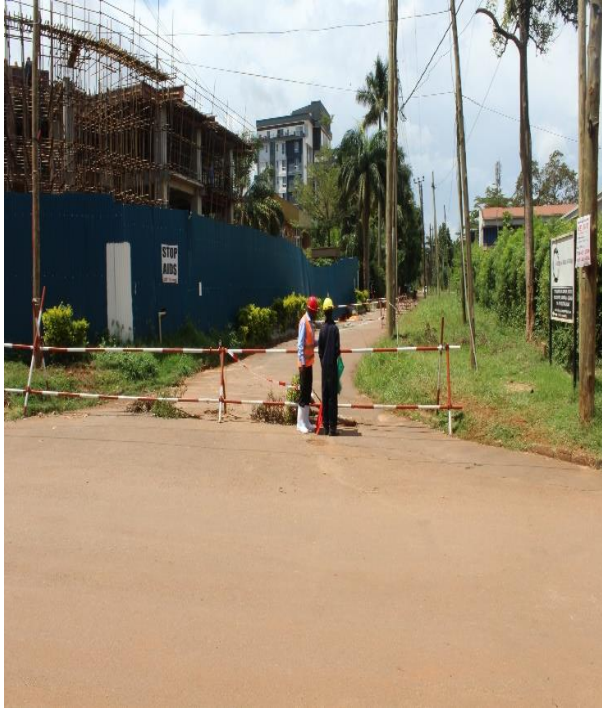
Ongoing Tiling works



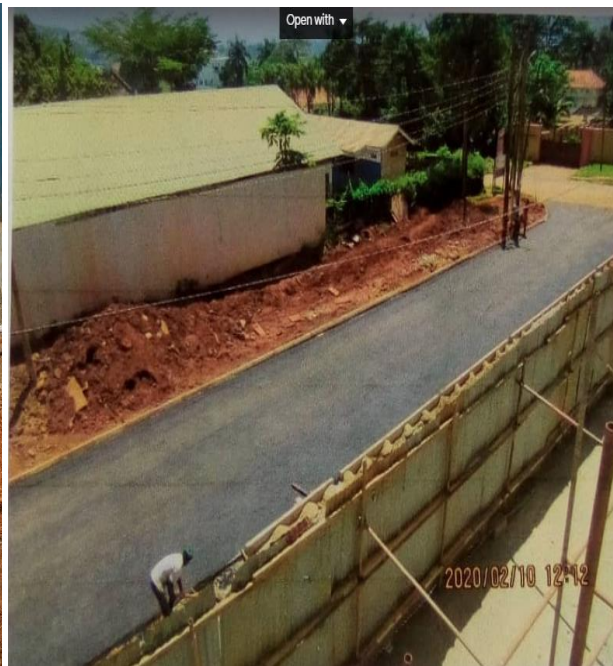
PC CEDP explaining the progress of works at UBFC to the Chairperson and Members of Parliamentary Committee on National Economy on 15th June 2020.



HIV/AIDS awareness session at UBFC for contractors workers facilitated by staff from Naguru Hospital



Baskerville avenue road before and after excavation



Restored/Re-instated Baskerville avenue road

2. **Establishing an e-registry for business licensing, including, an appropriate technology platform and software application;** Under this area, a number of activities have been undertaken as follows: -

- a) The E-licencing information portal continued to be updated.
- b) A review of the evaluation report for consultancy for installation of an Online Business Registration System for URSB has been finalised and report submitted to IDA for clearance.

3. Establishing a one-stop shop for business registration, including, a network of local and regional offices;

- (i) The pilot OSC remained operational and is maintained by URSB.
- (ii) Two office outlets at Nakivubo and Post office building on Kampala Road, connected through a secure computer Network WAN and Local Area Network (LAN) continued providing services.
- (iii) Electronic Document Management System (EDMS) design and Installation was concluded in August 2017. All business registration documents are digitised.
- (iv) Reorganization of records and file census was undertaken, significantly impacting on the ease with which records can be retrieved and accessed as shown in fig. 2 below.



Before and After Status of Records at URSB following File Re-organisation

- (v) Online Company search: This is one of the first online services offered to the clients to be able to search the company register hence make an appropriate choice when reserving a name.
- (vi) Pilot OSC that became operational in January 2017, has eight MDAs: URSB, URA, NSSF, MoLG, KCCA, NIRA, NEMA and MLHUD represented. The centre continued its operations in 2019/20 FY and greatly reduced both the time and costs of obtaining business related services under one roof.



Inside the Pilot One Stop centre on the First Floor of URSB Offices Georgian House

3.3.2 Streamlining business registration and licensing procedures

MoFPED appointed the Business Licensing Reform Committee (BLRC) to oversee the reform work done under the Uganda Investment Climate Programme (UICP). Its mandate is to spearhead the review of business licences, make recommendations on ultimate disposition of the licences and following adoption of agreed recommendations, drive implementation of agreed reforms. The BLRC conducted an inventory of licenses/permits/user charges/authorisations and found that there were 766 licences issued in Uganda, it was recommended that 418 be retained, 8 amalgamated into 4, 45 be eliminated and 290 be streamlined. CEDP supported the implementation of the recommendation as follows:

- (i) The amendment of 87 Acts of Parliament and 174 regulations; all in a bid to reduce the legal and regulatory burdens associated with obtaining licences and eventually easing business registration and licensing procedures.
- (ii) The establishment of an official e-registry, which houses all information on approved business licenses thus minimizing duplication of information and excessive licensing. Subsequently, it would be enhanced to serve as a virtual transactional platform for all business licenses through which a license shall be issued and renewed.

A number of achievements have been registered since the start of the implementation of business licensing reforms;

- (i) Establishment of a fully furnished and well-staffed electronic registry office was established and tasked with implementing and managing the electronic registry.
- (ii) A functional electronic informational licensing portal with information on requirements for various licences.

- (iii) Successfully marketed the e-registry and business licensing reforms through radio talk shows, the print media and the social media.
- (iv) The Standard Cost Model study report was launched on the 1/6/2018 with 13% reduction in the cost of compliance. However, there was an increase in compliance requirements at the same time given that government introduced new licenses during the same period.

3.3.3 *Developing and implementing an information, education and communications strategy.*

Implementation of the Agency IEC strategy continued with with funding from the agency: -

- (i) IEC publications/materials: During the reporting period, quarterly newsletters “The Registry” were produced and disseminated to various stakeholders.
- (ii) Advertising of the e-licenses portal: The project supported continued awareness creation through running adverts in the print and electronic media.
- (iii) Proactive and reactive media relations activities, including media monitoring and contact lists and identifying technical answers to media queries and conducting interviews has been done
- (iv) Operations of the Customer call centre for client feedback continued to be supported.
- (v) Radio infomercials on Business Registration were undertaken and many stakeholders were sensitised on the business registration and business licensing reforms.
- (vi) Advertising of the e- licensing portal in the print and electronic media was undertaken.
- (vii) Radio and TV talk shows, jingles & spot adverts were undertaken.
- (viii) Media Campaigns on Bukedde and NTV were undertaken

3.3.4 *Capacity enhancement*

Under this subcomponent, Capacity building of URSB staff and those in other relevant regulatory agencies were to be enhanced. It is important that the technology used in the registration process correspond to the skills and abilities of agency staff and prospective clients. URSB was to undertake change management programs through relevant seminars and workshops targeting all stakeholders to align their attitude to the current approach to business processes at the Bureau in order to increase performance efficiency. Some of the capacity enhancements undertaken include: -

- The project supported recruitment and retention of the 36 recruited staff comprising technical and administrative to support implementation during the time of the project. The staffs were later handed over to GoU and some of them absorbed into URSB structure.
- Organization wide review of the structure, process and operations of URSB was undertaken and report submitted to MoPS and used as a basis for organisation restructuring.
- Training conducted in different courses for 232 URSB staffs in different courses including change management, IDCL and others.
- URSB Supported to participate in various Expos including POWESA and KACITA.Training conducted in different courses for 56 URSB staff including exchange visits.
- Five day TOT training of 23 participants across the agencies on Regulatory Impact Assessment (RIA Phase 1) was concluded on the 25/8/2017.

- A total of 138 staff from various MDAs were trained under phase II of RIA concluded in August 2018. This brought to 161 the total number of participants trained in RIA in the country.

3.4 Challenges and recommendations

- (i) Sustainability of the reforms and maintenance of the various equipment procured that need to be sustained after the end of CEDP funding. GoU has progressively increased funding to the Agency but the risk of inadequate funding to the level required to maintain established equipment and systems remains.
- (ii) Progress on legal reforms necessary to anchor the various reforms has not moved as fast as other aspects. This has been because the legal reforms was largely outside the control of project, mostly involving the legislative arm of government. URSB has continued to pursue the reforms with the relevant Ministries.

3.5 Lessons learnt

- (i) Project design should always provide and plan for sustainability
- (ii) Institutional collaboration and partnership is key driver in service delivery as seen under TREP.
- (iii) Technological and Administrative reforms need to be complemented with engaging the right people to support implementation.

3.6 Business Registration Reforms results

An analysis of the results under the component to date indicates the following: -

1. Number of days to register a business has reduced from 33 in 2010 to 1 day (4 hours) 2018 (URSB Reports) against target of 5 days in 2022.
2. Cost to register a business as a percentage of income per capita reduced from 76.7% in 2010 to 40.5% in 2019 (DBR 2020) against target of 50% 2022.
3. Number of businesses registered rose from 301,613 in 2010 to 593,767 in June 2019 (URSB Records) against target of 650,000 in 2022.
4. Increase in NTR collections per year from US \$ 1,861,165 in 2010 to over US \$15,200,000 by 2018/19 (URSB Records) against target of US\$ 10 million in 2022.

3.7 Conclusion

The Component performance is rated satisfactory. The set targets have been met and others surpassed. The private sector recognises the reforms and impact as demonstrated by the improved service delivery. The entity was voted by the private sector as the best performing MDA of the year 2017. URSB has entered into collaboration and partnerships with a number of MDAs which has made it more effective organization. The reforms on top of improving service delivery have resulted in a progressive increase in NTR collections by about 817% from 2010.

4.0 TOURISM COMPETITIVENESS DEVELOPMENT (TCD)

4.1 Specific Objective

The goal of this component is to provide support to the tourism sector through strengthening public and private sector stakeholders and their collaboration to develop a competitive tourism offering.

4.2 Bankground and Component Planned Outputs

Tourism is one of the fastest growing sectors in terms of the potential to attract investments and create jobs. International tourism arrivals more than quadrupled from 205,000 in 2001 to 945,000 in 2010. The sector's impact on the economy is significant, with tourism's total contribution estimated at US\$ 1.7 billion, representing 9.0 percent of GDP. Its direct and total employment are estimated at 225,300 and 522,000 jobs, respectively in 2010.

However, Uganda is not realizing its full tourism potential in terms of value creation or employment generation. The sector has been constrained by persistent gaps in its policy and institutional framework and, as a result, it performs below its potential. The lack of training and the poor capabilities of tourism workers have been repeatedly documented as a binding constraint for the industry, limiting the employment and enterprise generation opportunities. Uganda's tourism is further hampered by minimal marketing and promotion activities in an increasingly competitive regional and global marketplace.

The project is supporting the tourism sector on several dimensions. The tourism component includes macro-level interventions that complement micro-level support to tourism businesses envisaged in the form of matching grants as described in Component 4. The component includes:

- (a) **Development of labor force for the tourism sub-sector** through the following: (i) construction of a hotel and tourism training institute and equipping said institute with instructional facilities and materials; (ii) provision of training for said institute's instructors and administrators; (iii) reviewing and accrediting said institute's curricula and instructional programs; and (iv) developing and implementing a sustainable business model including a revenue generation strategy for said institute.
- (b) **Strengthening the capacity of the MoTWA and UTB.** MoTWA was created in 2012 and lags behind in several dimensions. Skills enhancement activities supported MoTWA to: develop the technical skills of sector-focused staff; launch and manage systems for tracking sector performance through consistent collection, analysis, and dissemination of tourism data and support informed policy advancements such as implementation of the national tourism levy. Of particular emphasis was the pressing need for an improved organizational structure enabling effectiveness of UTB. This was a priority activity underpinning the goal to achieve technical competency requisite to sector competitiveness.
A number of skills enhancement activities were provided to support the MoTWA, including:
 - (i) developing technical skills of tourism sector staff;
 - (ii) tracking tourism sector performance

(including collecting, analysis and dissemination of appropriate data); and (iii) implementing relevant policies, including, the national tourism levy.

(c) Tourism product planning, packaging, and promotion :

A competitive and economically productive tourism sector requires strengthening the value chain by building supply and demand. With its support to tourism planning, packaging, and promotion, CEDP enabled strengthening of tourism sector competitiveness through:

- **Planning:** support to activities defining tourism products beyond current offerings through integrated tourism destination planning at community, district, and area levels. This increased community awareness and involvement in tourism as well as support for the development of MSMEs linked to tourism (e.g., handicrafts, local transport, travel-related services).
- **Packaging:** development of the tourism value chain for domestic, intra-regional, and international (long-haul) travelers and support to public and private sector entities (e.g., government/ministry agencies, local communities/municipalities, and trade associations) to develop key linkages (complemented and further supported by matching grant activities in the project) for tourism products that are competitive. Support for the development of tourism routes and services was provided by establishing and addressing supply and demand gaps. Achieving a critical mass of tourism attractions and services is requisite for travelers to visit Uganda, to stay longer, and to spend more than current levels.
- **Promotion:** development and implementation of traditional and innovative online marketing and promotion materials facilitated building diversified demand for Uganda's tourism product for travelers from Uganda, neighboring African countries, and overseas markets. TA and skills enhancement for UTB and UWA and other tourism-focused agencies to communicate a comprehensive brand and deliver a high standard of targeted promotion for key segments (i.e., international, intra-regional, and domestic tourism) of nature, culture, and business tourism offerings that enables promotion of outcomes achieved through the planning and packaging activities.

4.3 Component Implementation Progress:

4.3.1 Development of labour force for the tourism sub-sector

Key activities implemented include:

- i) Construction of UHTTI Application hotel continued following the ground breaking ceremony that took place on the 25/4/2018 at Jinja. Construction progress increased from 68% completion rate registered in June 2019 to 77% attained in June 2020, with detailed progress as below: Bondary wall construction and gates completed, finishing and landscaping works are ongoing. Contractor suffered some setback due to outbreak of COVID 19 but progress is still being made.



Construction progress at UHTTI as at 30th June, 2020



Inside the model room of UHTTI Application Hotel as at June 30, 2020

UHTTI was visited by the Parliamentary Committee on National Economy on the 12th June 2020 in order to familiarize themselves with the progress made on the ground and better contextualise the and the request for additional financing for completing the remaining works. Overall the committee was appreciative and will issue the details of the findings in their own report to be shared with key stakeholders.



A section of members of the Parliamentary Committee on National Economy on a Field Visit to UHTTI on the 12th June 2020.



Members of the Parliamentary Committee on National Economy inside UHTTI on the 12/6/2020.

The implementation of COVID 19 Standard Operating procedures has very much been adopted in all CEDP projects. Consequently the Members of Parliament and all guests as well as all workers have fully embraced the protective measures. The construction site also uses temperature guns and all persons upon entry to the site are subjected to checking their temperature as shown below



Left : Site inspection by the Parliamentary Committee on National Economy and right use of a temperature gun as part of application of one Covid 19 SOP at UHTTI

Mainstreaming the cross cutting issues of Environment, Health and Social Safeguards is very much part and parcel of all CEDP project and all contractors are put to task to ensure this is done. As a result, ROKO undertook an HIV/AIDS sensitisation and working with Uganda Blood Transfusion Service UBTS JINJA Branch also undertook ran a blood donation drive as shown below.





Voluntary blood donation by some of the workers after HIV/AIDs awareness at UHTTI for Uganda Blood Transfusion Service UBTS JINJA Branch.

Lanscaping and restoration of the vegetation after construction is being undertaken alongside the the finishing works being done. Below is a section of landscaping and restoration of vegation being undertaken at UHTTI.



Landscaping and restoration of grasses/trees activities at UHTTI as at 30th June 2020.

- ii) The review of procurement process for furniture, fittings and equipment (FFE) for UHTTI was concluded and consensus reached to shift implementation to CEDP-AF.
- iii) Revised curriculum for UHTTI was approved by NCHE. UHTTI to roll out implementation. The curriculum is expected to be adopted by all tourism training institutions in the country each of whom have to be accredited by NCHE to deliver it.
- iv) UHTTI also initiated engagements with relevant International Tourism Training Institutions for International Accreditation of the curriculum. This is ongoing to be consolidated during CEDP - AF.
- v) Pedagogy training for 32 UHTTI staff was undertaken by Kyambogo University from the 10/1/2019 to the 20/1/2019.
- vi) The project recruited Technical Advisor (TA) to support UHTTI and MoTWA in March 2018 and continued during the project period upto June 2019. The TA produced a number of technical reports and guidance that fed into the decision making processes of the sector.
- vii) Project supported procurement of training equipment and materials for UHTTI. These included 10 GPS handsets, 20 Binoculars, Photo-printers, projectors and 30 camping tents. The procurement process for 200 text books progressed to near conclusion.
- viii) Project supported procurement of one pick-up truck, computers and photocopier for the institute.

4.3.2 Strengthening the capacity of the MoTWA and UTB.

During the year, three major activities implemented under MoTWA were undertaken as detailed below:

- i) **Tourism Information Management System (TIMS):** Following the development of a framework for design and installation of TIMS that was concluded the previous year, a phased implementation of the design commenced with supply of equipment and furniture for the decentralized system of data capture under MoTWA. The furniture and equipment was inturn handed over to UBOS as provided for by an MOU signed between MoTWA and UBOS in which the latter will spearhead the collection of tourism specifica data to guide both planning and measuring the impact of tourism related interventions in the country. Once sucessefully implemented, the intervention will provide the much needed data to all the stakeholders to enhance the effectiveness of planning and implementation of tourism related interventions.
- ii) **Meetings Incentives Conferences and Events (MICE):** The Project supported the development of the Meetings Incentives Conferences and Events (MICE) policy and strategy for the country. The Uganda Convention Bureau has been established at MoTWA in the interim, later it will transit to UTB. During the period UTB finalised recruitment of a specific staff to manage MICE activities, with three other officers to be recruited during the next financial year. Ugandan delegation was supported to participate in a number of MICE international exhibitions and have generated prospective MICE business between 2020 and 2022 worth US\$ 6 million. Uganda is now a registered member of the International MICE Association ICCA. The membership provides a platform to participate in international

lobbying and bidding for hosting MICE events. An analysis of the return on investment in MICE upto June 2019 indicates that the total investment into MICE was US \$ 335,275. The total business attracted from directly related MICE activities as at the period was US \$ 2,081,255. Out of this revenue to government from taxes (VAT) is US \$ 374,626, US \$ 39,351 above the what was invested. MICE prospects for the country have however temporarily been affected by the outbreak of COVID 19 and the resultant lock down implementaed globally.

- iii) **Staff Capacity Building of MoTWA and related Agencies:** The project supported the process of undertaking a staff capacity assessment to guide the capacity building activities in the sector. As part of the implementation of the priority capacity enhancement plan developed, training of 150 Tourism Sector staff from MoTWA and tourism related agencies in change management was concluded in November 2018 and training report submitted. Trained staff were observed to be more receptive to change.
- iv) Tourism Value Chain Analysis reflecting current market opportunities and priorities implementation was concluded and launched in April 2018. The report is being used in providing insight and guiding specific interventions in the sector.

4.3.3 Tourism product planning, packaging and promotion:

This is being implemented by Uganda Wildlife Authority (UWA) and Uganda Tourism Board (UTB) and the detailed progress is as follows: -

Uganda Wildlife Authority (UWA)

The impact of CEDP contribution towards improving UWA/UTB's organizational capabilities and facilities in a bid to develop a competitive wildlife product offering through Institutional strengthening and Improving Facilities clearly manifested as shown below: -

i) Design and Installation of the Fleet Management System (FMS)

Design and installation of the Fleet Management System was concluded and 172 equipment (vehicles and boats) entered to the system. With the installation of fuel probes that monitor fuel usage, the system contributed to reduction of expenditure on fuel by upto 26%. During the reporting period the project supported the payment of annual hosting costs and successfully handed over the system operation and maintenance to the Agency.

Procurement of transport facilities to UWA (3) Forty Five Sitter Motorised Boats (Launches) and five executive tour buses: Three boats were maintained and remained operational for the first half of the year. Cummulatively the boats collected a non tax revenue of approximately **UGX 1.2 billion** during the year. The most collections were got from the Lake Mburo boat of **UGX 500 million**; followed by Queen Elizabeth of **UGX 400 million** and finally Murchison Falls of **UGX 300 million**. This brings the cumulative revenue collected from the boats to **UGX 6.1 billion** with

L. Mburo boat collecting **UGX 3.5 billion**; Murchison Falls **UGX 1.0 billion** and Queen Elizabeth **UGX 1.5 billion**. The outbreak of COVID 19 drastically affected all tourism sector activities and the boats have since the lock down been grounded.

- ii) Collections from the five buses increased by **UGX 308 million** during the reporting period from **UGX 236 million** reported by June 2019 to **UGX 544 million** by June 2020. Like the boats, the operation of the buses was negatively affected by the outbreak of COVID-19.



Photos taken outside and inside one of the boat procured by CEDP Left and Right respectively



Photos taken outside and inside the Executive busses Procured under CEDP Left and Right respectively

ii) Design of Integrated Financial Management System (IFMS) for UWA:

Design and Installation of an IFMS for UWA completed and the system launched and operational. Roll out of the installation of an IFMS for UWA from the headquarters to the National Parks was

completed. The Support and maintenance of an IFMS for UWA was undertaken and relevant payments made to the consultant

- iii) 14,000 copies of the UWA Magazine were printed and used for marketing and promotion events including outside the country.

Uganda Tourism Board (UTB)

- The three PR and Market Representation firms were recruited and concluded their one year engagement with UTB under CEDP. A comprehensive review of the performance of the firms was conducted and a Technical Working Group set up to develop revised TORs for future engagement of PR Market Representation firms undertaken under GoU funding. Through the review Comprehensive lessons were learnt that among others expanded the PR Market representative concept to other tourism markets like China, Japan and Middle East.
- UTB was supported to participate in the following international Expos: - JATA, FITUR, MATKA, AKWAABA, USTOA. UTB also organized two Local expos namely – African Birding Expo (ABE) and Pearl of Africa Tourism Expo (POATE). The expos provided excellent opportunities to market Uganda's Tourism product.
- The project supported printing of 2,000 copies of the “The Best of Busoga Promotional Book” a Busoga Tourism Catalogue to be used in promotion of the cluster. The books were launched by the Speaker of Parliament on the 7th December 2016.
- Two FAM trip vehicles for procured in FY 2016/17 were maintained and remained operational supporting tourism promotional activities. The vehicles were handed over to the agency for Operation and Maintenance.



The two FAM Trip vehicles bought by the project and in use in UTB

- Tourism promotional materials were procured and used for tourism promotional activities locally and internationally.

4.4 Challenges and Recommendations:

- 1) Managing stakeholder expectations for UHTTI within the project available resources remains a challenge. For example, there was too much back and forth movement to develop consensus on whether the hotel to be built would be three or four star. This was in spite of both the PAD and the Feasibility Study report for UHTTI clearly indicating a three star hotel. A lot of time was therefore spent on obtaining such consensus. There was also impatience of some stakeholders with the project on the pace at which actual construction of the UHTTI facilities would begin, yet the preparatory activities of feasibility study, design, ESIA and procurement of a contract had to be concluded before commencing construction. Even after commencement of construction, a number of stakeholders kept proposing changes to the design often affecting the pace of construction. Obtaining consensus on aspects such as the interior design of the hotel and Logo of the institute took sizeable time to accomplish. The project painfully kept overcoming most of these aspects and continued registering progress.
- 2) The after effects of incomplete preparatorion prior to project implementation activities such as feasibility studies, designs and ESIA continued to affect pace of progress in the component. While most of the preparatory activities were concluded during the last financial year, aspects of the interior design of the hotel and agreeing with the Logo were undertaken after wide and rigorous consultations during the reporting period. Significant amounts of time were spent before consensus could be obtained.

This report recommends that all project pre-implementation activities such as feasibility studies, development of designs and building plans and relevant assessments such as ESIA need to be undertaken and concluded prior to the commencement of project implementation.

- 3) Inadequate capacity in some of the agencies especially UHTTI and UTB. UTB Board commenced the restructuring process of the Agency by terminating the contracts of nearly all staff and starting the recruitment process afresh during the FY 2017/18 and the process is was only concluded in March 2019. UHTTI Board on the other hand is yet to undertake the process of staff restructuring. Upon the successful completion of the process, capacity gaps within the component will then be filled.

4.5 Lessons Learnt:

1. Where a project cuts across a number of agencies, in-building strategies for strengthening collaboration and cooperation among the agencies enhances chances for success.
2. In widely multi-stakeholder project contexts such as was the case in TCD component, stakeholder engagement and management takes much longer as there are several back and forth movements.

Project design and implementation needs to take cognizant of that otherwise implementation will not be smooth.

3. Adequate and thorough project preparation in the end ensures faster pace of execution of the project. Where the expected project outputs are complex and multifaceted, the engagements of key experts and designers needs to be done during the pre-project phase.
4. Top management interest, commitment and availability are great facilitators to successful execution of the project.
5. Delayed project implementation raises stakeholder expectations, which even becomes more challenging amidst ill preparedness. Lot of stakeholders expected construction of the Hotel to commence immediately. There was lot of anxiety over the delayed engagement of PR firms.

4.6 Performance Indicators

The PDO level indicator for this component is:

- (i) Number of international tourist arrivals increased from 945,000 at baseline in 2010 to 1,505,000 in 2019, an increase of 59.3 %. The achievement surpasses the end of project target of 1,500,000.
- (ii) Number of persons employed in Tourism sector increased from 225,300 at baseline in 2010 to 667,600 in 2019, an increase of 196.3%. The target for end of project is 300,000.
- (iii) Number of visits to selected tourist sites increased from 190,112 in 2010 to 332,011 in 2019, a percentage increase of over 74.6%. The target for end of project is 400,000.

4.7 Conclusion

Overall the component registered significant progress on all fronts during the reporting period. Project implementation under the current project was concluded in MoTWA and UTB. Implementation under UWA is being finalised. Major implementation under the component remained in UHTTI. The major infrastructure project in the component is construction of UHTTI hotel which achieved 72% completion for the current phase. Completing construction of the hotel as well as construction of classrooms and dormitory facilities is expected to be undertaken during the next phase under additional financing. The component was rated satisfactory by IDA.

5.0 MATCHING GRANT FACILITY (MGF)

5.1 Specific Objective

The matching grant facility component of CEDP aims at improving enterprise capacity by facilitating beneficiaries (including MSMEs') access to matching grants of up to 50 percent towards the use of sector-specific BDS, building skills, and improving quality standards at the firm level. The objective of the MGF is twofold namely: (1) Improving enterprise capacity by facilitating beneficiaries' access grants of up to 50% towards use of specific business development services (BDS) and (2) Increasing the growth and competitiveness of the private sector in order to maximize returns on products/services through value chain analysis and support.

MGF component support is targeted at high-potential subsectors identified by the Uganda CICS II namely: tourism, coffee, grains and pulses, horticulture, edible oils, fisheries, and information technology/business process outsourcing.

The financing and results for the component were reviewed during the as follows: Financing was reduced from US\$ 8 million to US\$ 3 million only consequently the beneficiaries would be at least 500 firms in the selected seven sectors reached, with a total of 350,000 direct project beneficiaries, 18% of which will be female; at least 4,000 jobs created among the benefiting MSMEs; and 10% increase in non-traditional exports among the benefiting MSMEs. The increase in exports of non-traditional products among supported enterprises is expected from the improvement of quality, standards, and reliability of MSME producers participating in export value chains.

5.2 Cumulative Planned Outputs during the project life

US \$ 3,000,000 disbursed to beneficiaries including MSMEs; at least 500 firms in the selected seven sectors reached by the grant, with a total of 375,000 direct project beneficiaries, 18% of which will be female; at least 4,000 jobs created among the benefiting MSMEs; and 10% increase in non-traditional exports among the benefiting MSMEs.

5.3 Detailed Component Performance/Progress

Several milestones were achieved during the period under review including the following activities: -

- i) The grant has cumulatively run six calls for proposals since its inception.
- ii) That a total of 312 MSMEs out of the planned 500 reached. The variation was a result of re-allocation of the US 5 million originally allocated to the grant to other components.
- iii) All the allocated funds totalling US \$3,000,000 was committed.
- iv) Re-imbursements totalling US \$ 2,809,490 (94%) of the total allocation had been paid out as at June 2019.
- v) The Grant closed in June 2019 after finalizing close out meetings and reporting.
- vi) The STC Accountant for MGF retained and supported implementation.

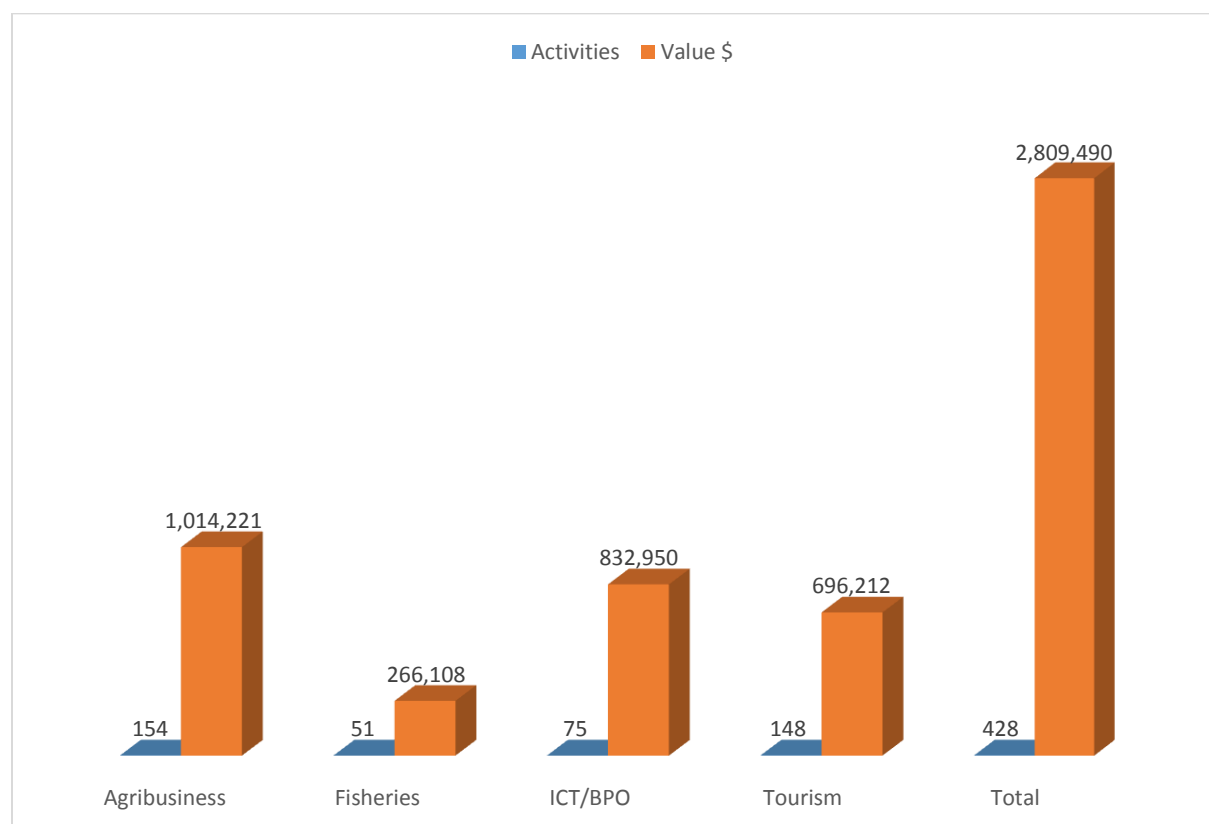
vii) An independent consultant, Friends Consult Limited was engaged to independently assess the outcomes of the Grant. The final report rating the grant satisfactory was received in December 2019.

MGF Component Cumulative Performance

Table 4: MGF Cumulative performance as at 30th June 2019

Allocation (US \$)	Amount Re-imbursed (\$)	Percentage
3,000,000	2,809,490	94

Figure 1: MGF Cumulative Re-Imbursements by Sector as at 30th June 2019



As reflected in the figure 1 above, the biggest number of activities completed and reimbursed were from the Agribusiness sub-sector (154) followed by tourism (148) and ICT/BPO and Fisheries respectively with 75 and 51. However the trend is different when it comes to values disbursed with Agribusiness leading with 36% followed by ICT/BPO (30%), Tourism and Fisheries at 25% and 9% respectively (see figure 2 below).

Fig 2: MGF Cumulative Disbursement by Sector as at June 30th 2019

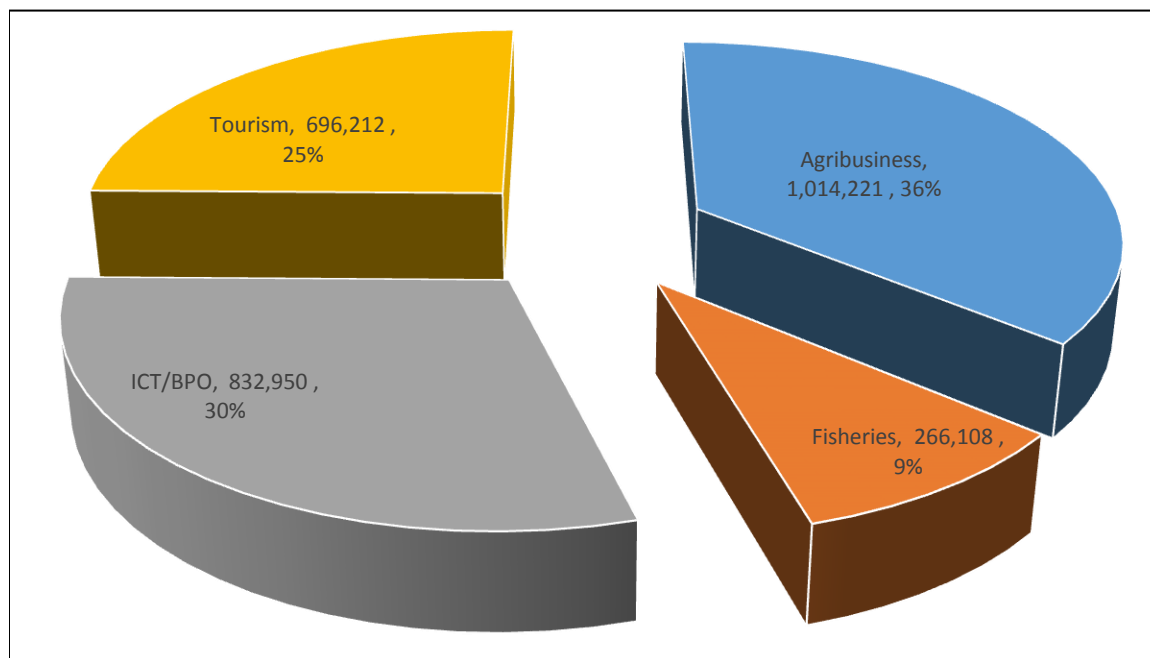
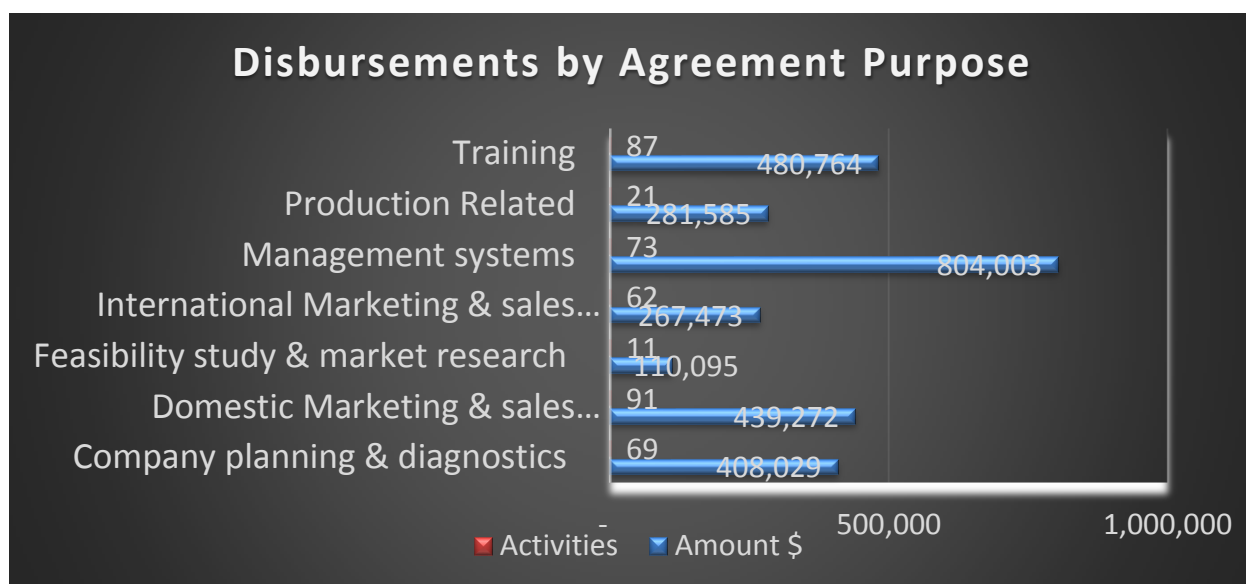


Fig. 3 below summarises the major activities that were funded by the grant as at April 2019. A total of 414 activities had been funded then. The most dominant activities funded were: Domestic marketing and sales promotion (91); training (87); Management Systems (73) and Company Planning and diagnostics (69). The others were: International Marketing and sales promotion (62); Production related (21) and feasibility study and market research (11).

Fig. 3 Disbursement by supported activity purpose category as at April 30, 2019



Average cost of supported activities by category

Table 2 below presents a summary comparison of the average unit costs of funded activities by category as at 30th April 2019. The most costly activity category was that of production related which consumes US \$ 281,585 to support 21 activities giving an average cost of US\$ 13,409, this was followed by management systems that cost on average US\$ 11,013. The least costly were international marketing and sales that cost on average US\$4,314 and Domestic Marketing and Sales that cost on average US\$ 4,827. Table 2 presents the details of cost by activity type.

Table 5: Average cost of supported activities by category as at April 30, 2019.

No	Activity Category	Activities Supported	Amount Spent	Average cost
1.	Training	87	480,764	5,526
2.	Production related	21	281,583	13,409
3.	Management Systems	73	804,003	11,013
4.	International marketing and sales promotion	62	267,473	4,314
5.	Feasibility study and market research	11	110,095	10,008
6.	Domestic Marketing and Sales promotion	91	439,272	4,827
7.	Company Planning and Diagnostics	69	408,029	5,913
	Total	414	2,791,219	6,742

5.4 Challenges and Recommendations:

1. A number of MSMEs either delayed or in the worst didnot perform at all after signing agreements with PSFU. This continued to affect both planning and implementation of the grant. This was particularly a challenge under the 6th Call for proposals where no time will be available for preplanning. Out of the 654 activities cumulatively approved for funding only 428 were successfully implemented representing only about 65%. Management had to work around this by always de-allocating and re-allocating the same grants which increased the administrative costs of the operations.
2. The implementation time frame for some activities like certification was longer than had been anticipated largely due to an external context outside the control of the supported MSMEs. Towards the end of the project most MSMEs thefore could not propose such activities even though they might have been very useful for the growth and expansion of particular enterprises.
3. MGF team continued dealing with prospective clients that requested support outside the scope of the grant, mostly equipment. There were also MSMEs outside the prescribed sectors; and those

that did not meet one or more of the established evaluation criteria, which was based on weighted score.

4. A few cases of document falsification and fraud that were detected. Where such cases happened the requested re-imbursement was cancelled.
5. Cash as mode of payment for especially for travel related activities.
6. For some cases, clients submitted incomplete accountabilities delaying the process of reimbursement. No re-imbursements were made unless all the required documentation was in place.

Key Recommendations

1. Maximize the potential of marketing related activities to cover one time costs related to printing marketing materials
2. Support procurement of equipment/machinery for actors at the processing level of the value chains and irrigation technologies at the production level.

5.5 MGF Sampled Success Stories to date

African Coffee Academy



ACA is a training enterprise that was supported under MGF. According to Mr. Nsibirwa, the exposure at the international events, attracted Toppler Roaster, an international coffee roasting equipment

manufacturer, who learnt about the training and donated a Cafemino Toper, a roaster valued at approximately US\$ 14,000.

In addition, the total coffee experience being offered by ACA during its training sessions to the farmers, has attracted more business and the company signed a contract with SUCAFINA company, represented by UgaCof Limited to train and build the capacity of 60 depot committees in four coffee dry mills and turn them into bankable business enterprises valued at US\$ 130,000.

ACA partnered with BrazAfric Enterprise, a market leader in the provision of complete coffee processing equipment solutions to initiate a Coffee Technology Expo, which has become an annual coffee event in Uganda over the last three years and looking to expand to other countries where BrazAfric operates in Eastern Africa.

Busia Fish Mongers Cooperative Society Limited



Matching Grant Facility (MGF) supported the cooperative on three occasions with a total of USD 31,978 where they (1) conducted a feasibility study for the acquisition of another flake ice plant, (2) installed newly acquired flake ice machine, (3) built capacity of management, board of directors and staff in key skills including corporate governance, business development and others and (4) built, installed and implemented a Management Information System (MIS) and linked different business functions.

Following support from MGF as listed above, the Cooperative has managed to:

1. Received a loan from UDB under ACF USD 47,000 and procured an ice plant following the clear direction provided by the feasibility study supported by MGF.
2. They successfully installed the plant using Chinese experts using MGF Support.

3. Trained the 22 board and management, 21 staff and 30 key group leaders in tailor made short courses including corporate governance, business development, entrepreneurial skills and fish Sanitary and Phyto-Sanitary (SPS) practices.
4. Developed and built Management Information System (MIS) and integrated core Business functions including production and marketing, HR, Savings and Finance.

The longer term impact of these activities include the following:

- The Cooperatives reported an exponential increase in sales of all services offered to now UGX. 257,261,368.
- Similarly, the Cooperative have recorded massive increased ice production to 6.048 metric tons from 1.44 metric tons translating in more sales and lowered fish post-harvest losses incurred earlier.
- Members savings and loan uptake has grown by 20% following improvement of high quality fishery products

5.6 Matching Grant Facility Results

The analysis of the results under the component to date indicates the following: -

- i. Total number of enterprises re-imbursed so far are 312 out of the targeted 500 (over 62% of the target). The reduction of the grant allocation from US\$ 8 million to US\$ 3 million explains the difference.
- ii. Total number of direct project beneficiaries reached is 287,632 out of the adjusted targeted 375,000 for over the project life time (77% of the target).
- iii. Out of the reached beneficiaries, females comprise 51% above the target as compared to the planned 18% over the project lifetime. Overall the targeting of the grant is very effective in reaching female beneficiaries.
- iv. A total of 2,460 new employees have been recruited by the benefiting MSMEs
- v. Sales value of MSMEs supported under the grant increased by 17.1 % out of the targeted 10% representing 171% achievement
- vi. Export value of MSMEs supported under the Grant increased by 10.7% out of the targeted 10%, just on target.

5.7 Component Conclusion

While a number of challenges have been faced in the implementation of the MGF including delay in starting the component, there was significant progress and achievement as shown in the results achieved to date presented above.

6.0 PROJECT IMPLEMENTATION –COORDINATION UNIT

6.1 Specific Objective

To provide project coordination and implementation support in terms of procurement, financial management, M&E and project assurance.

The component focuses on strengthening the capacity of the PSFU for overall coordination and management of the CEDP (including procurement, financial management, environmental and social safeguards, monitoring and evaluation, supervision and reporting aspects) through provision of technical advisory services, goods, non-consulting services, Training and Operating Costs.

Whereas CEDP is being implemented by both PSFU and the Ministry of Lands, Housing and Urban Development (MLHUD), MoFPED formally delegated PSFU the overall responsibility of project coordination. PSFU chairs the project technical committee and is secretariat for the Project Steering Committee.

The Project Coordination Unit (PCU) in PSFU was fully operational and responsible for the implementation of three components: Business Registration and Business Licensing Reforms; Tourism Competitiveness Development; and the Matching Grant Facility. To strengthen and complement the capacities of PSFU, the component supported staffing of the institution to strengthen project-related operational requirements, procurement and financial management systems.

Project experts were retained by the PCU to provide on-going support to project activities, including those related to M&E of project results during implementation and safeguards-related work. These experts include a Project Coordinator, Assistant Procurement Specialist, Procurement Officer, a Financial Management Specialist, Accountant, Monitoring & Evaluation Specialist, Project Engineer, Environmental and Socials Safeguards Specialist, Drivers, Manager Matching Grant Facility, 4 Business Advisors, Clients Relations Officer and an internal auditor.

Fiduciary aspects of the project were managed by the Executive Director of PSFU and the Permanent Secretary of the MLHUD, who are responsible for: (i) project financial management, including project accounts, payments, disbursements of IDA funds, project budgeting, and auditing; (ii) procurement; (iii) monitoring of project progress and evaluation of results; and (iv) reporting to the GoU and IDA.

Governance:

To ensure proper coordination and supervision of the project, a Project Steering Committee (PSC) provided policy, strategic guidance and oversight. The PSC regularly reviewed and took action on reports submitted by the PTC. The PSC is chaired by the Permanent Secretary/Secretary to the Treasury and comprises Permanent Secretaries from ministries responsible for the respective project components and private sector representatives.

The Project Technical Committee provided day-to-day technical guidance and supervision of project activities. The PTC, whose secretariat is at PSFU, is responsible for overall project implementation, including: (i) development and approval of annual plans for project activities, a project budget, and a consolidated procurement plan, as well as regular reviews of M&E data to determine progress and make adjustments, if need be, to ensure satisfactory achievement of end-of-project outcomes; (ii) consensus building on key policy issues related to implementation; and (iii) monitoring of issues related to implementation of reforms and safeguards work. The PTC comprises the Executive Director of PSFU, the Executive Director of UWA, the Executive Director of UTB, the Principal of UHTTI, the Registrar General of URSB, and the Director of Land Management. The PTC meets monthly and prepares reports to the PSC.

6.2: Planned Outputs during the project life

Providing implementation technical support to implementing entities; Undertaking procurements in collaboration with the entities; Undertaking relevant management and procurement meetings; Providing technical supervision for project construction related activities; Undertaking environment and social safeguards implementation monitoring and assessments; Strengthening coordination in implementation planning, monitoring and evaluation and ensuring CEDP Project results demonstrated and improved; Identifying and ensuring implementation bottlenecks are addressed; ensuring project performance results are effectively communicated to key stakeholders.

Key Achievements: The following have been realized:

- The IDA/GoU review rated CEDP implementation Satisfactory
- The project continues to be on course towards attainment of the PDO
- Technical support to implementation provided to all agencies
- Interim Financial Reports (IFRs) timely submitted to IDA
- Monthly PPDA reports timely submitted to PPDA
- PTC meetings convened monthly
- PSC meeting convened quarterly
- Periodic Reports submitted to GoU and Stakeholders
- Annual Work plans, Budgets, Procurement Plans prepared and executed
- Training in ESSS for key project implementers undertaken
- Non-qualified Audit reports received from Auditor General
- Project IEC materials developed and Communication activities undertaken
- All project components and functions rated satisfactory
- No GAC issues with the project.

6.3 Detail Component Performance/Progress

Due to the very routine nature of activities under the Project Coordination Unit, the detailed progress under this section is for the financial year 2019/20 as follows: -

6.3.1 Financial Management Function:

This report covers the period from 1st July 2019 to 30th June 2020 of CEDP finance unit and it details work accomplished. The work done during the period to 30th June 2020 include accomplished, work-in-progress and work to be undertaken during the coming financial year 2020/21. From financial management perspective the report also highlights challenges, lessons learnt and gives recommendations for improvement of financial management of CEDP.

In line with the Project development objective (PDO) of CEDP i.e. to improve the competitiveness of enterprises in Uganda through supporting reforms in priority productive and service sectors geared towards a better investment climate, the unit has played it roles of ensuring the project has adequate finances for planned activities at all times and availed financial information to project management and stakeholders through periodic reports.

Scope Activities

During the period, the unit undertook various assignments in line with unit functional assignments relating to financial management including budgeting and annual work-plan.

Development of financial plans and budgets and monitoring implementation of work-plan / budget.

The project budget for the year 2019/20 was **Shs 24,186,276,000** and the funding arrangement was planned from both IDA in amount of **Shs. 23,443,934,000** and GOU contribution of **Shs 742,342,000**. For the year 2019/20, the project received from IDA disbursements amounting to **US\$ 3,560,500**, this was in addition to **US\$ 7,041,904.75** which was carried forward at the commencement of the financial year. In addition to the balance at the commencement of the financial year, receipts from GOU amounted to **Shs 742,342,000** thus realising full budget allocation for the financial year. The funds were utilised in line with the annual work plan for the year 2018/19. In addition **Shs 2,600,500,000** was received from Capital Markets Authority) (CMA) as part of their contribution towards funding for the construction of Uganda Business Facilitation Centre (UBFC). Government continues its commitment to provide its contribution towards the funding of project implementation.

We have supported preparation of work-plan and project budget for the financial year 2020/21 whose appropriation amounts to **Shs 24,152,341,995 (i.e. Shs 23.41 billion** for IDA funding and **Shs 742 million GoU)** for both additional funding (AF) and on-going activities of project implementation.

Overseeing the disbursement of funds /payment process and provide advice to Management.

During the year the unit applied for funds from IDA and submitted Interim Financial Reports

(IFRs) to account for funds advanced to the project thus donor funds accounted for amounting to **4,442,738.30**. From July 2019 to-date, requests for disbursements from IDA in total amount is **US\$3,560,500**, the project carry forward balance was US\$ 7.04 million thus total funds for the year amount to **US\$11.60 million**. On the part of GOU contribution total releases amounted to **Shs. 742 million**.

CEDP funding from IDA was affected by adverse exchange rates between SDR and USD, at 30th June 2020, the difference arising from exchange rate variations amounted to approximately US\$8.10 million. The expenditure for FY2019/20 was mainly for construction activities for UBFC and UHTTI.

As at 30th June 2020, CEDP bank account balances were as shown below:

- CEDP PSF/DA - USD Account - \$6,071,256.61
- CEDP PSF / PA - UGX Account – UGX 328,803,276/=
- CEDP) PSFU/GoU - UGX Account – UGX 3,227,124,911/=

The bank reconciliation to 30th June 2020 has been signed off with no anomaly reported and bank balance certificate issued by Bank of Uganda.

Monitor and track financial expenditure/ transactions

In line with work plan for FY2019/20, disbursement of funds was based on work-plan and expenditure cash-flow projection for project component activities. Accountability and expenditure financial reports were prepared for both IDA and GOU on a quarterly basis.

The Auditor General re-appointment Backhouse CPA for the second year to audit CEDP, arrangements to commence the audit for the FY2019/20 are underway.

Support of financial management system and adherence to policies

CEDP uses the Integrated Financial Management system (IFMS) and Planning Budgeting system (PBS) for its planning, budgeting and financial management. Support and maintenance for smooth operations of the systems continued through the year without down times. The systems have supported budgeting and budget execution requirements of the project. CEDP financial transactions are processed using the IFMS.

The project operations manual was prepared in 2013 as part of conditions for project effectiveness. The manual has been in operation since then, and was updated to cater for changing operating needs and for additional financing (AF) of CEDP.

CEDP continues to apply UN rates for per diem and CEDP / GOU rates for facilitating project

activities both in and outside the country as applicable.

Internal controls at CEDP laid down procedures are clear. The project human resource in accounts unit is adequate and the issue of segregation of duties in the unit was addressed.

CEDP has a full time Internal Auditor who provides fiduciary assurance, he has carried out a number of internal audit checks on project operations and made recommendations which were discussed and implemented.

Report on the project's financial performance

The project cumulative expenditure from IDA to 30th June 2020 was US\$ 35.77 million total drawdown from the credit amounted to US\$41.93 million

a) Maintenance of accounting records on IFMS and preparation of reports

From the inception of CEDP, we started using IFMS for CEDP financial management processes and financial reporting. We have continued using IFMS to execute CEDP transaction. All financial records are centrally kept at coordination office (PCU), the unit prepares expenditure updates for GOU and IDA progress reports. IDA carried out off site a financial review on financial management of the project which was satisfactory.

b) Arrange for engagement of external auditors and follow-up on audit queries.

Since inception, CEDP financial audits have been carried out by office of the Auditor General through private auditors, any audit issues in previous audit have been followed up and addressed and updates shared with MoFPED.

Other duties performed during contract period.

a) Support to other PSFU IDA funded projects

CEDP being the main IDA funded project with existence of a PCU was considered for supporting other IDA projects at PSFU, thus I regularly support SDF financial needs of SDF. We continue to support SDF financial management needs since its commencement.

b) Preparation for CEDP-AF implementation

Financial management arrangements are on-going in readiness for CEDP-AF implementation.

Staffing at CEDP / PSFU coordination office

The staffing of the PCU Finance Unit up to 30th June 2019 was as follows.

S/N	Name	Title	Status
1	Tugume Elijah	FMS	Position filled
2	Jacqueline Kyomugisha	Project Accountant	Position filled
3	Gonzaga Kakoza	Junior Professional Assistant	Position filled

Finance / Accounts Unit at coordination office

CEDP Finance unit at PSFU keeps custody of project accounting records. The records for the period since inception are kept in box files in accounts office.

CEDP financial management challenges and recommendations

- a. **Exchange rate fluctuation** – The project commenced when US dollar had registered significant appreciation gains over the SDR, this caused reduction in US dollar equivalent amount of the SDR66.1 million project funding, however the exchange difference rate during the year slightly improved with overall difference standing at US\$8.10 as compared to US\$8.30 of the previously year. All funds have now been disbursed from IDA credit account thus no further exchange losses are expected due to SDR/USD exchange rates.

Conclusion

There has been an improvement in use of government systems in projects at PSFU particularly with CEDP, if this is maintained it will lead PSFU into a better position for continued implementation of government projects.

6.3.2 Procurement Function

Introduction:

The objective of this function is to ensure timely implementation of the procurement processes in accordance with IDA guidelines and agreed GoU procedures.

Procurement for the project is carried out in accordance with the World Bank's Guidelines: Procurement of goods, works and non-consulting services under International Bank for Reconstruction and Development (IBRD) Loans and IDA Credits dated January 2011; and "Guidelines: Selection and Employment of Consultants by World Bank Borrowers dated January 2011; Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants, dated October 15, 2006 and updated in January 2011; and the provisions stipulated in the Legal Agreement. In addition, contracts procured at the national level following National Competitive Bidding (NCB) and other lower procurement procedures such as Shopping, may follow the national

public procurement law (the Procurement and Disposal of Public Assets Authority (PPDA) Act, 2003) and attendant regulations.

The Project Procurement and Disposal Unit (PDU) is comprised of two (2) staff (Assistant Procurement Specialist and a Procurement officer, supported by three (3) Junior Professionals. The position of Procurement Specialist fell vacant in July 2017 and has since not been filled.

The oversight function for procurement processes is being provided by a Project Contracts Committee (CC), appointed by the Ministry of Finance, Planning and Economic Development's (MoFPED) Permanent Secretary/Secretary to Treasury, with its membership drawn from PSFU, the Solicitor General's Office, Uganda Registration Services Bureau (URSB) and Ministry of Wildlife Tourism and Antiquities (MoTWA). The committee has continued to provide oversight over procurement processing and a total of 20 meetings were held in financial year 2019-2020. In addition to CC oversight role, clearance is sought from the Solicitor General (SG) in accordance with GoU procurement and contracting policies for all contracts above UGX 200 million or its equivalent.

The PDU continued to support project implementation and specifically undertook the following functions:

- a) Managing all procurement activities, in close consultation with user agencies;
- b) Supporting the functioning of the Contracts Committee by arranging for meetings and the necessary facilitation;
- c) Following up implementation of the decisions of the Contracts Committee;
- d) Carrying out overall procurement planning;
- e) Reviewing statements of requirements;
- f) Preparing bidding documents; advertising bid opportunities; and issuing bidding documents;
- g) Guiding and participating in the evaluation processes;
- h) Preparing and submitting evaluation reports to Contracts Committee;
- i) Preparing and issuing contract documents;
- j) Communicating the award decisions;
- k) Supporting the PPR by IDA;
- l) Supporting preparation of quarterly IFR;
- m) Maintaining and archiving complete records of procurements;
- n) Preparing monthly reports on procurement to PPDA;
- o) Coordinating procurement activities of all the agencies under the project.

Procurement Planning

The PDU reviewed work-plans for FY 2019-2020 for components 2 - 5 which formed the basis for the preparation of the project procurement plan through STEP, which is updated periodically.

Implementation progress/Accomplishments

The major activities undertaken by the PDU include: Preparation and Updating the Procurement Plan; preparation and processing of bidding/ request for proposals documents; evaluation of bids/proposals;

preparation of contract documents; submission of procurement documentation for consideration by the contracts committees; contracts monitoring; and records keeping.

Implementation commences with procurement processes that involve verifying that procurement requests are in accordance to the approved procurement plan. A total of 58 requisitions were processed in FY 2019-2020. The procurement and contract registers are attached to this report indicating the activities planned and executed.

Implementation Challenges and Emerging issues:

The procurement challenges faced by the project can be categorized into four namely: Limited appreciation of the roles and responsibilities by the different actors; poor procurement planning; poor procurement initiation; and limited capacity for implementation. The detailed discussion of the challenges is as follows: -

1. There is limited appreciation of roles and responsibilities of different actors due to the complex CEDP project design. These complexities are in form of multi-component and multi-agency nature of the intervention. The complexities have not been fully appreciated by stakeholders especially in matters of ownership Vis-a Vis approval and management of procurement activities.
2. Poor Procurement Planning at Agency level has been a major challenge and manifests itself in several forms as illustrated below: -
 - a) Identification and specifying of needs is not given the necessary attention leading to omissions and poor costing
 - b) Overlapping requirements
 - c) Poor prioritization of and non-appreciation of the sequencing of activities
 - d) Requisitions are made outside the planning framework where requisitions for quarter 4 are made in quarter 1 and vice versa. Requisition for benchmarking coming after procurement of the required assets yet benchmarking is ideally meant to feed into assets.
 - e) Poor estimation/budgets resulting in under budgeting of several requirements.
3. Initiation of procurement/requisitioning is clearly identified as the role of the user department. Requisitioning kick starts the whole procurement process. The following have been the specific manifestations of poor requisitioning: -
 - a) Incomplete & unclear TOR and Specifications
 - b) Non Involvement of subject specialists
 - c) Requisitions outside the Work Plan and Procurement Plan
4. Implementation challenges
 - a) Unavailability of EC members to participate in the evaluation process
 - b) Delay in approvals and clearances by other organs (SG, IDA, NITA-U)
 - c) Poor evaluation reports due to capacity constraints of evaluators

- d) Contract management and Administration

Focus for Financial Year 2020/2021

- a) Preparation of Roadmap for implementation of each procurement activity planned for the financial year;
- b) Development of an Implementation and Monitoring Strategy of the Procurement Plan;
- c) Improved Monitoring and Contract Management – Develop monitoring tools;
- d) Improved Reporting Arrangements;
- e) Improved Record Management.

6.3.3 Monitoring and Evaluation Function

Function Objective/Mandate:

The major objective of the M&E function is to undertake continuous monitoring of implementation of project activities so as to provide timely and quality information to Project Management and other stakeholders on the progress made towards meeting the project targets and ultimately the Project Development Objective (PDO). The function also documents lessons learnt, the challenges faced, and makes recommendations to management and implementation teams for attainment of better project results.

The CEDP M&E function was run by one staff, the M&E Specialist based at the PCU working hand in hand with M&E staff in the implementing agencies.

Implementation Progress:

- 1) **Preparation of Annual Work Plans and Budget:** The function coordinated the preparation of CEDP Annual Work Plans and Budget and procurement plans, working closely with the Finance and Procurement function. On-going support to agencies on work plans and budgets was provided. The support is aimed at ensuring that all implementers do not only focus on undertaking what has been planned within the resource envelop, but also timeliness and delivering the targeted results. The outcome was two sets of 2020/21 Annual Work Plan and Budgets, one for CEDP and the other for CEDP – AF yet to be approved by parliament.
- 2) **Technical Support to Components:** This is an on going task being provided. Technical support during the year was mostly provided to the new agencies coming in to implement CEDP – AF. The support covered development of work plans and budgets, the disbursement linked indicators modality, reporting requirements and other guidelines under IDA funded projects. The function also continued supporting PSFU operations as and when required.
- 3) **Implementation tracking**
Involved tracking, updating and reporting on the CEDP Results Framework capturing current data from the various components is an on-going process. Preparation of different presentations

to various stakeholders as part of updating them of the project implementation progress as well as the project results.

4) Report writing

Producing various reports for the project according to the varied needs remained one of the major aspects of the M&E function. The following reports were produced during the reporting period: -

- Preparing and Updating Implementation Progress reports to the PTC and PSC
- Quarterly Implementation Progress of the IFR. All reports have been produced.
- Quarterly Progress reports to GoU. Three reports prepared and submitted online through the MoFPED Planning and Budgeting System.
- Quarterly reports to PSFU four reports prepared during the year
- Annual Progress report for CEDP 2019/20
- One Cumulative Progress report produced in November 2019
- Annual Progress Report to PSFU
- Various specific reports as and when required Report to IDA

In addition the function also supported the various agencies in production of their agency/component reports.

5) POM Review Workshop 19th March 2020.

The M&E function spearheaded the process of undertaking a stakeholder engagement to review the Project Operations Manual for CEDP-AF that took place on the 19th March 2020 at Kampala Serena Hotel. The workshop presentations were developed to serve as a quick way of triggering participants' grasp of the key aspects of the various sections of the POM. They were to trigger their interest in the document and thereafter comprehensively go through the document and raise comments/input for incorporation into the final POM. Participants to the workshop were taken through not just the overview of CEDP- AF but its operations and particularly the role of different actors. The Workshop also delved into the CEDP –AF Disbursement Linked Indicators (DLIs) and their assessment and the need for the respective agencies to ensure the DLIs are met.



Group picture of the participants to the POM review workshop held on the 19th March 2020 at Kampala Serena Hotel



Section of participants during the POM review Workshop held on the 19th March 2020 at Kampala Serena Hotel

- 6) **Providing Secretariat to PTC and PSC:** This involved writing minutes of meetings and tracking matters arising; organising meeting logistics including meeting allowances; preparing meeting documents and obtaining confirmation of attendance by members prior to the meetings. During the reporting period some meetings were cancelled due to COVID 19 outbreak and the subsequent standard operating procedures adopted by GoU including social distancing. Moving forward IT based platforms have to be used to ensure the oversight function by both PTC and PSC continue.
- 7) **Managing the MGF Assessment:** The MGF Independent Assessment was undertaken by Friends Consult Ltd and the final report was submitted to PCU in December 2019. The study report presents independent recommendations and lessons for future design of the grants. Quantitative data from the report also fed into the KPI measurements under the component as well as input into the overall rating of the performance of the grant.
- 8) Attended a two day non-residential Land Information System International Conference with the theme “*Global Modernization of Land Administration - Making your LIS a Success*” organized by MLHUD at Protea Hotel Entebbe Uganda from 20th to 21st February, 2020. The Conference provided an opportunity to Stakeholders in Uganda and other parts of the World to share experiences and lessons learnt from the implementation of the project and also share experiences, approaches, achievements and challenges on implementation of land administration reforms in other countries. Over 14 countries were represented, most of them from Sub-Saharan Africa but also other parts of the World. The opening ceremony of the conference was graced by H.E the President of the Republic of Uganda General Yoweri Kaguta Museveni on the 20th March 2020.

Participants to the conference were very appreciative of the progress made by Uganda in the implementation of LIS and particularly highlighted the strong political support that the project enjoyed and was lacking in most countries.

Major Challenges

- a) **Limited Capacity, appreciation and support of M&E at Agency level** – Out of the seven Agencies implementing CEDP namely: PSFU, MLHUD, UWA, UTB, UHTTI, MoTWA, and URSB, only three have the M&E function established namely: MLHUD, UWA, MoTWA and URSB. Of the three, only two i.e. MLHUD and MoTWA has an M&E designated Officer fully empowered to handle CEDP work. In the rest of the agencies there was either no officer charged with the role, nor the necessary support in form of say feeding the identified officer with relevant information necessary for the conduct of the M&E function. This makes the optimal operation of the M&E function still challenging.

- b) Information flow Constraints:** This continues to be a challenge in CEDP implementation. Agencies don't feel obligated to readily share information on progress of the project with PCU. Data on project results are in some cases obtained from other reports and not what Agencies report to CEDP. This still presents a major bottleneck for timely reporting of CEDP reports. In order to address this challenge, the M&E Unit identified Focal Point Person for M&E from each of the Agency. However, most of the FPPs are also starved of project information in their respective Agencies.

Lessons Learnt

- 1) It is critical to have M&E champions at the different agencies as gateways to obtaining buy in into the operations of the different reporting systems developed. Without this clearly identified in the beginning the operationalization of the M&E system suffers many setbacks.
- 2) There remain significant capacity gaps in M&E in most agencies implementing CEDP. While this capacity was assumed to exist during design, and hence the M&E Specialist could rely on quality submissions coming from the components, the reality is that the Specialist has to go and sit at agency level to develop most M&E required outputs like report or even data. This has ended up over stretching the only officer and affecting effectiveness.
- 3) Overcoming barriers to free sharing of information at agency level takes a long time. Different stakeholders having operated in "silo" model for a long time find it difficult to transition to a multi –agency model as per CEDP design. CEDP PCU is still experiencing significant challenges in fully realizing free information sharing and reporting as required by the project from components. Therefore more time is spent in obtaining information from the different agencies than required, affecting the timeliness and sometimes completeness of reports.

Recommendations

In line with the above challenges, the recommendations for improvement of the function are as follows: -

- a) Future designs should include a minimum of two (2) persons in the M&E function as staff so as to avoid structural constraints. Tracking progress in terms of the impact in terms of increased sales, employment and exports of MGF beneficiaries was particularly challenging and needed more manpower. This was because unlike the indicators of the other components, there was no secondary source of information for demonstrating this progress other than primary data collection using the CEDP M&E System.
- b) Increasing participation and support of M&E Activities at Agency level:** More innovative ways including routine performance reviews and sharing reports need to be strengthened as a way

of increasing stakeholder participation and ownership of the M&E activities. While periodic field monitoring activities was use in the past to help in this, COVID 19 oubreak is currently limiting its application.

Adoption of E-meetings for both the PTC and PSC. The COVID 19 outbreak brough a disruption of meetings and other gathrings. There is need to transition into Zoom or other platform to provide a workable solution in the meantime.

6.3.4 Environment and Social Safeguards(ESS) Function

Purpose / Objective

The Environment Social Safeguards Specialist ensures that various interventions implemented under CEDP comply with environmental and social policies, laws and regulations governing both national/Country and IDA. The function determines the extent to which the Environment and Social Safeguard Policies of Government of Uganda and the World Bank are followed during implementation of such activities as: construction of the infrastructure and implementation of income support enterprises. The function also measures level of compliance with regard to the provisions in the National Environment Management Act Cap.153, Occupational Health and Safety and other cross cutting issues in support to the project coordination and components in project implementation.

The function ensures that the provisions of the ESMF/RPF are implemented accordingly and provides technical advice on environmental and social management and mitigation at both planning and implementation levels.

Progress to Date/Achievements.

The CEDP project triggers Environment and Social Safeguard Policies of Government of Uganda and the World Bank. The National Environment Act, Cap 153 is the principal law governing environment management and conservation in Uganda. The following Operational Policies have been triggered by the Project and will require specific safeguard provisions amongst others: Environmental Assessment (OP 4.01), Cultural Resources (OP 4.11), Pest Management (OP 4.09) and Involuntary Resettlement (OP 4.12) where there are civil works e.g. Up grading of UHTTI, Business facilitation Centre for URSB, Visitors Centre UWA priority gates, the construction of the Land Zonal Offices and some of the MGF projects.

The details of progress are as follows: -

1. Implemented environmental and social safeguard instruments including ESMF, RPFs and gender analytical reports (ESIA/RAP). These includes:

- We continued Monitoring and Supervising of Implementation of Environmental and Social Safeguards Tools e.g. Environmental & Social Impact Assessment (ESIA) certificate of approval from NEMA, Contractor's Environment and Social Management Plan (CESMP), other approval conditions for instance; Excavation permits, Tree cutting permits, Hoarding

permits, Occupational health and Safety (OHS) Building operation or Works of engineering construction plans approvals, Workplace registration permits,

- Ensured that conduct of Environmental and Social Audit was done for UHTTI and UBFC construction sites and NEMA clearance obtained.
- Updated the CEDP-ESMF and RPF updated for CEDP-AF
- Ensure that Environmental and Social Impact Assessment was done for UWRTI in Kasese and UWEC in Entebbe under AF.
- Followed up the ESIA certificate of approval from NEMA for UWEC and UWRTI.
- All the Contractors acquired Workman's Compensation Insurance which were renewed and extended to the contract life time for UHTTI and UBFC.
- All contractors have paid 2% contract values Environmental, Social, Health and Safety (ESHS) Performance Security which are still valid until the contract life time.
- Ensured that all the contractors have safeguards personnel at their construction sites (UHTTI and UBFC) i.e. Environmentalist, Sociologist and Environmental Health and Safety personnel
- All the two sites of UHTTI and UBFC have full time Nurse and first aid rooms to help in case of injuries
- There is also and MoU signed between the two contractors i.e. Naguru Hospital and Islamic Hospital for CATIC and ROKO respectively for purpose of referral in case of serious accidents.
- HIV/AIDS and Hepatitis awareness and prevention program were conducted by the Health officials from Naguru and Islamic Hospital for workers at UBFC and UHTTI.
- Blood donation exercises carried out by the workers from UHTTI construction site as a sign of community give back social service.
- Established a rainwater gauge at City High Secondary School for monitoring rainfall by CATIC.
- Restored the Baskerville avenue road and the boundary wall to a better state than it was before excavation and demolition.

2. Environmental and social skills and knowledge analysis, for CEDP implementing partners under taken:

- Held monthly site meeting with contractors and ensure that ESHS issue identified are addressed.
- Organized and conducted Environmental and Social Clinic trainings for the key stakeholders.
- Conducted orientation training on Environmental and social screening for MGF staff
- Had orientation meetings with key contractors e.g. ESHS staff ROKO, and CATIC on Environmental and Social Safeguards issues.

3. Coordinated safeguards team initiated and sustained to discuss the safeguard issues across the CEDP the implementers and inform the necessary project reporting:

- Attended awareness on The World Bank Environmental and Social Safeguards framework.

- Continue to ensure close collaboration and consultation with the World Bank safeguards team from country
- Ensured that contractors follow safeguards requirements as provided for in the nation laws and the World Bank safeguards policy.
- Held several meetings with Safeguard teams from WB on E & S issues.
- Reviewed draft update of CESMP and ESHS Code of Conducts for UBFC of CATIC
- Ensure that contractor (CATIC) developed construction waste management plan and continue to implement it.
- Ensured that contractor's workers and staff signed the ESHS code of conducts
- We ensured that both sites have Grievance Redress Committees (GRC) to address any grievance that may arise during construction.
- Ensured that contractor implements the Environmental and social safeguards planned activities e.g. Covid 19 SOP, HIV/AIDs awareness and testing, stakeholders engagements, monitoring noise level etc.
- Ensured that contractor is in compliance with the permissible noise levels at the construction site. The details of noise level surveys are provided below.

Table for Result of Noise Level Monitoring (dB) of UBFC construction site.

Location of Monitoring	Pre-construction phase (day time) dB	Construction Phase (day time) Max. dB
Point A At City High School behind the administration block N00.3300050 E032.6017840	50	53.3
Point B At the Burundian Embassy gate N00.3208540 E032.5980360	46	42.8
Point C CATIC site office N00.329000 E032.601390	44	60.1
Point D At the gate of 7 Hills International School N00.3264500 E032.6028170	47	59.9

Source: ESIA/PB Report and weekly site Environmental Inspection Monitoring Report by contractor

Maximum permissible noise level according to the NE (Noise Standards and Control) regulations 2003

Noise control zone	Sound level dB (Day between 6:00am and 10:00pm)	Sound level dB (Night between 10:00pm and 6:00am)
Residential	60	40
Commercial	75	50
Industrial	85	65

Therefore the noise level generated during construction is within the range of 60 decibels during daytime and 40 decibels during the night, it was found that the maximum noise emissions at all points were within the range and therefore compliant with the NE (Noise Standard and Control) regulations.

4. Developed and implemented systems and processes for environmental and social due diligence under CEDP and ensured their adequacy for efficient and effective reporting on the implementation of necessary safeguards as spelled in ESMF and RPF:

- Developed Terms of References for conduct of Environmental and Social Auditing of UHTTI and UBFC construction.
- Developed Terms of References for conduct of Environmental Impact Assessments/Project Brief (ESIA/PBs) for UWRTI
- Managed the consultancy service for conduct of ESA of works for UBFC and UHTTI.
- Supported some of processes of procurement and Contract Management addressing E&S issues.
- Initiated, evaluated, and negotiated with consultant, procured and managing consultant under taking Environmental and Social Auditing (ESA) of works at UHTTI and UBFC.
- Monitor and supervise consultancy services for ESA, ESIA, ESMF & RPF for CEDP-AF,
- Managed the entire ESIA process, and review the documentations for UHTTI and UBFC

5. Provided periodic weekly reports, monthly and annual reports to PC CEDP on the status of the Projects:

- Prepared weekly briefs for project management team (PCU)
- Prepared reports on the status of the Environmental Social issues on projects related activities (UBFC, UHTTI) to PC.
- Participated in PTC meetings and provided technical inputs where required.

6. Developed and reviewed the Environment Safeguards screening, reporting and other tools and forms to be used by CEDP:

- Reviewed of the ESHS reports of the contractors submitted
- Reviewed of the CEDP Environmental and social framework
- Reviewed of the CEDP Resettlement Policy framework
- Developed and customized the E &S Monitoring tool.

7. Provided input to the quarterly and annual project reports:

- Input on quarterly and annual ESS issues/report progress implementation reports made to PTC
- Specific reports made to various stakeholders e.g. monitoring report, Site inspection/auditing report.
- Input ESS issues in Annual Progress reports 2019/2020.

8. Lead CEDP safeguards dialogue and strengthen Knowledge and capacity to implement Environmental and social safeguards by mainstreaming environmental and social issues in design:

- We had carried out Gender Based Violence (GBV) Risks Assessment for the two project sites (UBFC and UHTTI) and our projects rate as “**moderate**” in term of GBV risks
- We have procured the service of Short term Consultancy Sociologist.
- We ensured that both UBFC and UHTTI separate sites sanitary facilities for both female and males
- Continue to dialogue with the supervising consultants and contractors on ESHS issue.

Other Duties Performed

- i. Provided technical inputs to Project Technical Committee (PTC)
- ii. Participation in procurement processes e.g. evaluations and negotiations
- iii. Participated in development of CEDP-AF POM
- iv. Technical support to Skills Development Facility on Environmental and Social issues e.g. E&S screening.

Challenges Faced

The following are some of the challenges encountered in the ESS function: -

- i. Soil still piled at basement four.
- ii. Low stakeholder’s appreciation of the environmental and social issues e.g. low awareness amongst the clients on the risks and /opportunities of environmental and social (E&S) risk management.
- iii. In adequate monitoring and supervision of environmental and social issues by the responsible agencies limits compliance of most firms.
- iv. Limited Knowledge and skills by most contractors on WB/IDA E&S policy and National Safeguards policy.

Recommendations

In line with the above challenges, the following are the functions recommendations for improvement of Environment and Social Safeguards: -

- i. Capacity building/awareness creation for the civil works contractors on the National and WB/IDA E&S policies, mainstreaming E&S issues in civil works, including development of ESHS code of conducts and CESMP.
- ii. Carry out periodic field inspection and monitoring of E&S issues on project activities, joint review meetings to make the different stakeholders appreciate and take corrective action of improvement project.

- iii. Capacity building and training of ESSS on other new and emerging issue on environmental and social health and safety

6.3.5 Internal Audit Function

Broad Mandate

The CEDP' Internal Audit Function (IAF) has continued to maintain a strong credibility as a key function of CEDP's operations. The IAF assures the Accountability Sector Audit Committee (ASAC) in the Ministry of Finance & Economic Planning, PSFU's Audit Committee, the Project Coordination Unit (PCU), and other relevant stakeholders of the continuous review of CEDP's governance, risk management and control processes by:

- i. Reviewing the reliability and integrity of financial and operation information produced by the project;
- ii. Ensuring the project complies with the necessary policies, procedures, laws, regulations and contracts;
- iii. Ensuring the project safeguards its assets;
- iv. Appraising the effectiveness and efficiency of the project resources employed; and
- v. Ensuring the project results generated are measured and recorded accurately.

Major Focus

To be more effective, the CEDP's IAF provides a combination of assurance and consulting roles by:

- i. Carrying out a detailed risk management process which identifies specific risks which may disrupt the smooth operation of CEDP's processes;
- ii. Performing detailed assessments of the prescribed controls to ensure that these controls are functioning as prescribed; and
- iii. Providing assurance on governance, policy, risk management, operational and accountability issues through independent checks.

Achievements

The CEDP's IAF successfully executed its approved audit work plan for the financial year ended 2019/20 and managed to achieve the following:

- Conducted key audits during the period under review which included: construction works review at UHTTI and UBFC, review of specific activities undertaken (such as MICE policy, EDMS support & maintenance, UWA IFMS), payroll review, project assets management review, accountability audit, profiling the project risks and provided assurance to ASAC that, the controls in place are working as prescribed;

- Complied fully with International Standards on Auditing and other relevant laws and regulations which resulted in: improved project's control environment, improved project accountability, improved project risk management which led to improved project results;
- The audits assessed the project's compliance with various policy requirements in regard to different project activities which indicated that CEDP's operations are effective and generates reliable financial and management information;
- With continued improvement of the governance process, risk management and strengthening of the internal control system, this situation has led to the decrease of exception findings in the audits conducted and the recommendations made where applicable are readily accepted and implemented.

Challenges

Generally, during the period under review there were no major challenges faced with the exception of COVID 19 Pandemic which has paralyzed some sectors of the economy.

Lessons Learnt

To be more effective in identifying and mitigating the actual and perceived risks in the rapid changing environment, the Internal Audit Function should continue embracing the concept of continuous monitoring and reviewing.

Recommendation

Agility as a way of working and continuous reset of priorities is encouraged in the era of COVID 19 pandemic.

ANNEX 1: ESTIMATED IMPACT OF USE OF BASEMAPS BY GOVERNMENT ENTITIES TODATE

The Ministry has been able to share the Basemaps with other Government Ministries, Departments and Agencies. This has saved Government expenditure of worth approximately **USD 20,028,881** as shown below:

Institution	Purpose	Data Provided	Areas Covered	Estimated Surface area covered (sq km)	Estimated Cost/Savings (USD)
Ministry of Energy & Mineral Development	Preliminary Design of power lines for REA, Preliminary Design of Oil Sites, Reference Layer for MEMD GIS Database	Orthophoto, Contours	West Nile, Acholi, Lango, Karamoja, Teso, Sabiny, Bugisu, Busoga, Bunyoro, Samia-Bugweri, Tooro and parts of Buganda sub-regions <i>(All available orthophoto by August, 2018)</i>	160,642.06	\$3,784,835.37
Ministry of Local Government	Reference Layer for Boundary Opening of the Amuru/Adjumani Districts at Apaa	Orthophoto	Entire Amuru/Adjumani District Boundary with emphasis at Apaa Area	737.56	\$17,377.36
Uganda National Roads Authority	Preliminary Design of road network for Expansion and Upgrading	Orthophoto, Contours	Hoima, Masindi, Nwoya, Buliisa, Kiryandongo	19,393.35	\$456,920.42
Uganda National Roads Authority	Preliminary Design of road network for Expansion and Upgrading	Orthophoto, Contours	Kampala - Entebbe Express Way, Kampala - Jinja Highway, Kampala - Bombo Road Expansion	11,000.00	\$259,167.43

Institution	Purpose	Data Provided	Areas Covered	Estimated Surface area covered (sq km)	Estimated Cost/Savings (USD)
Uganda Electricity Transmission Company Limited	Preliminary Design of powerlines, Visualization of Powerline passages, Design and Expansion of Power Transmission lines, Reference Layer for Power Transmission GIS Database	Orthophoto	Kiryandongo, Nakasongola, Luweero, Masindi and Nakaseke	5,754.04	\$135,569.07
Land Information System	Reference Layer for Cadastre Parcel Fabric	Orthophoto	Arua, Gulu, Lira, Moroto, Mbale, Jinja, Masindi, Kibaale, Kabarole, Soroti, Tororo MZOs	139,913.64	\$3,296,459.80
Systematic Land Adjudication and Certification	Reference Layer for Cadastre Parcel Fabric, Reference Layer for Extracting Parcels for Demarcation	Orthophoto	Ibanda, Sheema, Kiruhura, Oyam, and Mbarara	2,957.32	\$69,676.38
USMID	Reference Layer for Design and Expansion of Urban Roads, Development of Urban GIS Database for the Municipalities	Orthophoto	Arua, Gulu, Lira, Tororo and Kabale	637.62	\$15,022.76

Institution	Purpose	Data Provided	Areas Covered	Estimated Surface area covered (sq km)	Estimated Cost/Savings (USD)
Office of the Prime Minister	Reference Layer for National Emergency Coordination Centre (NECOC) GIS Database for Disaster Risk Management	Orthophoto	Mbale, Bududa, Sironko, Manafwa, Kapchorwa, Bulambuli Districts	3,345.63	\$78,825.18
Ministry of Water and Environment	Reference Layer for Design and Construction of Dams, Expansion of Dams	Orthophoto, Contours, DTM	Serere, Abim, Kaabong, Moroto, and Kotido Dam Projects	27,597.76	\$650,221.92
Standard Gauge Railway	Reference Layer for Design of the SGR Alignment, Development of the GIS Database for the Routes, Reference Layer for Valuation of Properties Acquired	Orthophoto	Busia, Kampala, Kampala Western Line, Tororo Northern Line	6,512.14	\$153,430.44
Uganda Wildlife Authority	Reference Layer for Boundary Opening of the Reserve, Development and Updating of the GIS Database	Orthophoto	Mount Elgon National Park and Pian-Upe Game Reserve	11,031.67	\$259,913.64
Uganda Tourism Board (UTB) - Terrain Consult Ltd	Reference Layer for the Design of Tourist Attraction Sites, Accessibility Routes and	Orthophoto, Contours	Njeru and Jinja Municipality areas	1,292.49	\$30,451.91

Institution	Purpose	Data Provided	Areas Covered	Estimated Surface area covered (sq km)	Estimated Cost/Savings (USD)
	Camp Sites				
Kabuyanda Sub County, Isingiro District	Preliminary Design of Irrigation Scheme, Physical Planning, Irrigation Models Development	Orthophoto	Kabuyanda Sub County	134.55	\$3,170.16
Uganda Police Force, GIS Unit	Development of GIS Database for informed Crime Monitoring, Reference Layer for Operation Measures	Orthophoto	Mukono District, Buikwe District, Wakiso District and Kampala City	9,196.95	\$216,686.44
Ministry of Energy & Mineral Development	Setting out plots in the Oil Refinery Land in Hoima District	Orthophoto, Contours	Oil Refinery Land, Aprrox. 2957.226 hectares	32.57	\$767.42
Ministry of Water and Environment	Reference Layer for Design and Construction of Dams, Expansion of Dams for Irrigation Sites	Orthophoto, Contours, DTM, Raw Photographs, Camera Calibrations, Metadata, Aerial Photography Reports	Mt. Elgon Area, Amagoro Nabigaga in Tororo District and Kamuli District.	13,494.63	\$317,942.54
Uganda National Roads Authority	Preliminary Design of road network for Expansion and Upgrading	Orthophoto, Contours	West Nile, Central, Eastern, Western/Oil Roads and Western/West	82,325.55	\$1,939,645.41

Institution	Purpose	Data Provided	Areas Covered	Estimated Surface area covered (sq km)	Estimated Cost/Savings (USD)
			Nile		
Ministry of Water and Environment	Reference Layer for Design and Construction of Dams, Expansion of Dams for Irrigation Sites	Orthophoto, Contours, DTM	Nakasongola, Nakaseke, Luwero and Kiboga	16,670.72	\$392,773.30
Ministry of Energy & Mineral Development	MEMD GIS Database	Orthophoto, Contours	Entire Country	160,642.06	\$3,784,835.43
Uganda National Roads Authority	Road network Maintenance and Upgrading	Orthophoto, Contours	Masindi, Biiso, Buliisa Road	21,629.47	\$509,604.82
Uganda National Roads Authority	Road network Maintenance and Upgrading	Orthophoto, Contours	Hoima, Tonya, Kaiso, Kibale Road	21,629.47	\$509,604.91
Uganda National Roads Authority	Road network Maintenance and Upgrading	Orthophoto, Contours	Kampala - Masaka - Mbarara - Ntungamo - Bushenyi - Kabale - Kisoro Road	13,268.60	\$312,617.10
Uganda National Roads Authority	Road network Maintenance and Upgrading	Orthophoto, Contours	Kampala - Jinja - Iganga - Mbale - Soroti - Lira Road	11,926.58	\$280,998.18
Uganda National Roads Authority	Road network Maintenance and Upgrading	Orthophoto, Contours	Kampala - Jinja - Iganga - Tororo - Busia Road	6,629.23	\$156,189.16

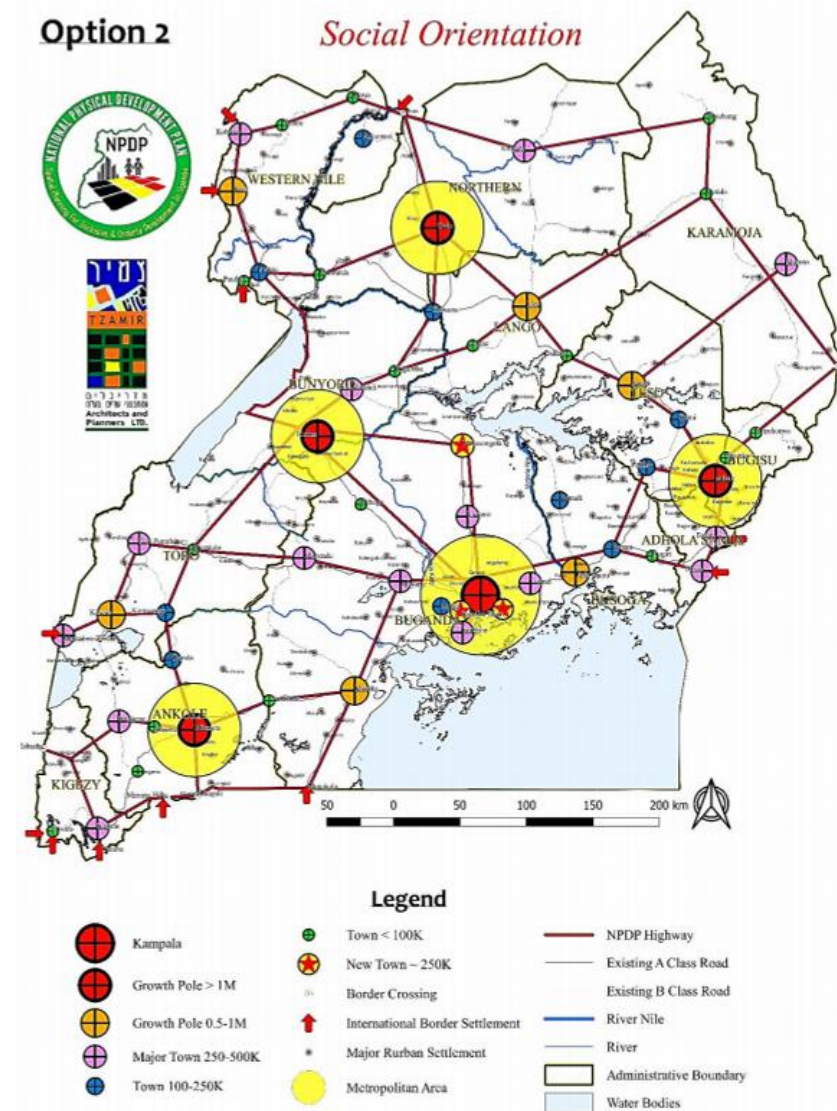
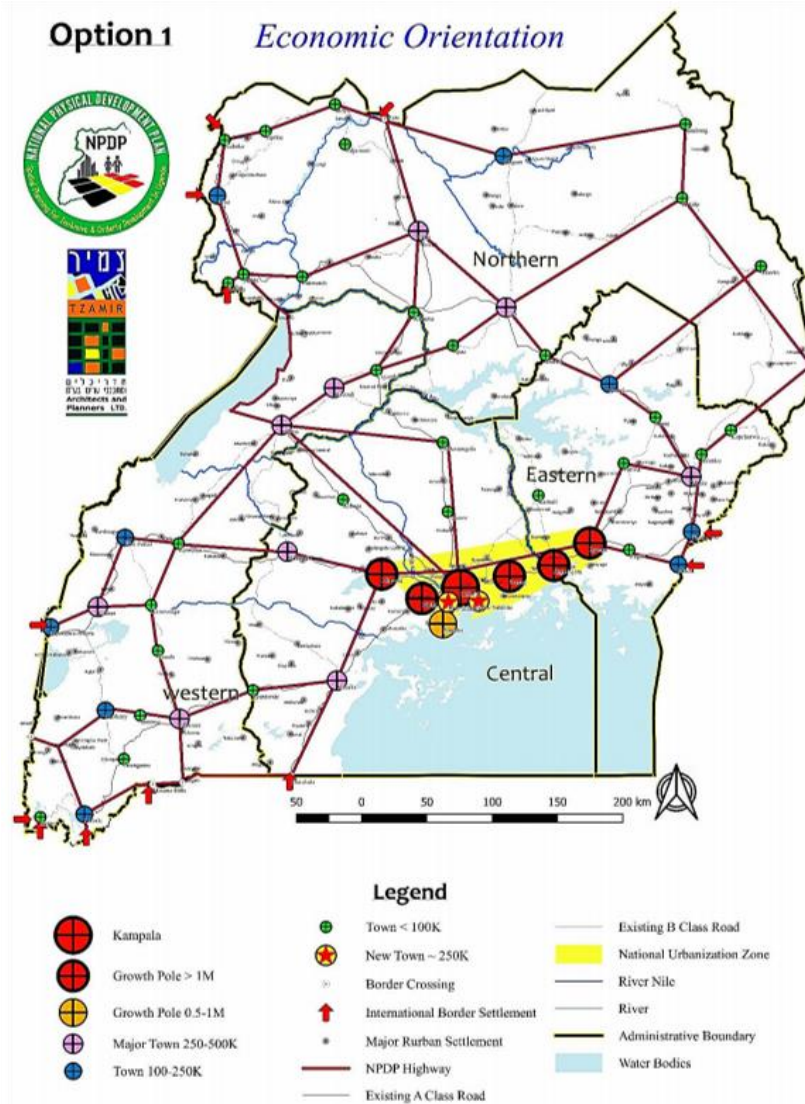
Institution	Purpose	Data Provided	Areas Covered	Estimated Surface area covered (sq km)	Estimated Cost/Savings (USD)
Uganda National Roads Authority	Road network Maintenance and Upgrading	Orthophoto, Contours	Kampala - Bombo - Luwero - Kiryandongo - Gulu - Kitgum- Madi-Opei Road	18,971.95	\$446,992.02
Uganda Tourism Board/Ministry of Tourism, Wildlife and Antiquities	Tourism Guide and GIS Data	Orthophoto	Murchison Falls NP, Kidepo NP, Mt. Elgon NP	29,175.78	\$687,401.14
Ministry of Trade/Madhvani Group	Preliminary Planning and Design of Sugar Estate	Orthophoto, Contour	Amuru Sugar, Kakira and Lugazi Sugar Estates	5,049.98	\$118,980.84
Uganda Wildlife Authority	Reference Layer for Boundary Opening of the Reserve, Development and Updating of the GIS Database	Orthophoto	East Madi Hunting Area/Zoka Forest Reserve/Apaa Area	6,098.49	\$143,684.49
Office of the Prime Minister	Reference Data for Study and Decision making on the Amuru/Adjumani District Boundary at Apaa	Orthophoto	Amuru/Adjumani District boundary with emphasis at Apaa area	737.56	\$17,377.36
Office of the Prime Minister	Reference Data for boundary opening and resettlement of the displaced people in Bulambuli	Orthophoto	OPM Land in Bulambuli for Resettlement	700.27	\$16,498.90

Institution	Purpose	Data Provided	Areas Covered	Estimated Surface area covered (sq km)	Estimated Cost/Savings (USD)
Office of the Prime Minister	Reference Data for boundary opening and resettlement of the Refugees in Imvepi, Omugo, Rhino Camp, Bidi Bidi Refugee Camps	Orthophoto	West Nile Region at the Camp Sites	823.45	\$19,401.04
Office of the Prime Minister	Reference Data for boundary opening and resettlement of the Refugees in Kyangwali Refugee Camp	Orthophoto	Bunyoro Region at the Kyangwali Camp Site	2,235.41	\$52,667.72
Office of the Prime Minister	Reference Data for boundary opening and resettlement of the Refugees in Kyaka Refugee Camp	Orthophoto	Toro Region at the Kyaka Camp Site	1,849.36	\$43,572.17
Ministry of Water and Environment/National Forestry Authority (NFA)	Reference Layer for Conservation of Central Forest Reserves	Orthophoto	Bugoma CFR, Kajjansi CFR, Budongo CFR	2,579.27	\$60,769.32
Ministry of Water and Environment/National Forestry Authority (NFA)	Reference Layer for Boundary Opening and Conservation of Central Forest Reserves	Orthophoto	Nile Bank CFR, Kalagala CFR and Namavundu CFR	1,892.69	\$44,593.05

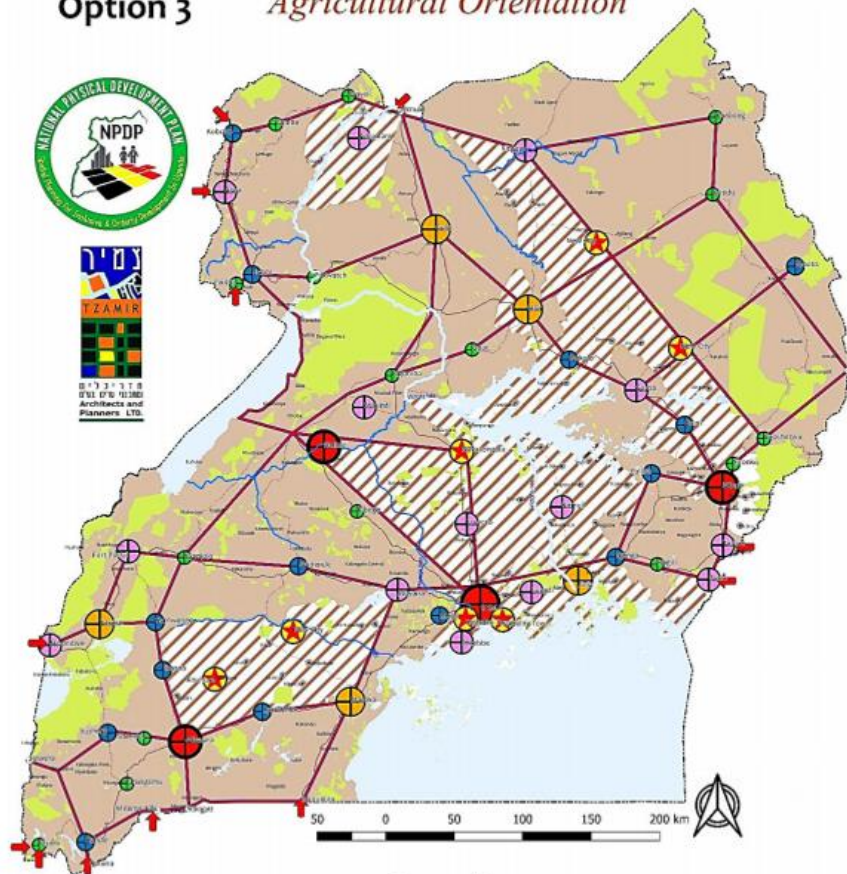
Institution	Purpose	Data Provided	Areas Covered	Estimated Surface area covered (sq km)	Estimated Cost/Savings (USD)
Ministry of Energy & Mineral Development	Preliminary Access Road Design and Construction at Karuma HPS in Kiryandongo and Oyam Districts	Orthophoto, Contours	The Hydropower Station Area	6.00	\$141.36
Ministry of Energy & Mineral Development	Preliminary Access Road Design and Construction at Bujagali HPS in Jinja and Buikwe Districts	Orthophoto, Contours	The Hydropower Station Area	8.00	\$188.49
Ministry of Energy & Mineral Development	Preliminary Access Road Design and Construction at Isimba HPS	Orthophoto, Contours	The Hydropower Station Area	7.00	\$164.92
Ministry of Finance, Planning and Economic Development/Uganda Free Zones Authority	Declaration of Free Zones	Orthophoto	Sites where the Free Zones are to be declared	2.50	\$58.90
Ministry of Finance, Planning and Economic Development/Uganda Revenue Authority	Boundary Opening and Verification of Border Customs/Posts	Orthophoto	Kisenyi in Ntoroko District and Goli in Nebbi District	3.80	\$89.53

Institution	Purpose	Data Provided	Areas Covered	Estimated Surface area covered (sq km)	Estimated Cost/Savings (USD)
Ministry of Trade	Preliminary Planning and Design of Accessibility Routes in Mbale Industrial Park	Orthophoto, Contour	Entire Mbale Industrial Park and surroundings	2.80	\$65.97
Ministry of Agriculture, Animal Industry and Fisheries/Kawanda Agricultural Research Center	Soil Sampling and Mapping	Orthophoto	Bunyoro Sub Region and Lango Region	31,537.37	\$743,041.82
Yumbe District Local Government	Large Scale Mapping of Yumbe Town Council	Orthophoto, Contour	Entire Town Council and surroundings	5.60	\$131.94
Nebbi District Local Government	Large Scale Mapping of Nebbi Municipality	Orthophoto, Contour	Entire Municipal Council and surroundings	5.00	\$117.80
Kitgum District Local Government	Large Scale Mapping of Kitgum Town Council	Orthophoto, Contour	Entire Town Council and surroundings	5.20	\$122.52
Adjumani District Local Government	Large Scale Mapping of Adjumani Town Council	Orthophoto, Contour	Entire Town Council and surroundings	4.80	\$113.09
Total					20,028,881

ANNEX II: THE SIX OPTIONS OF THE NPDP



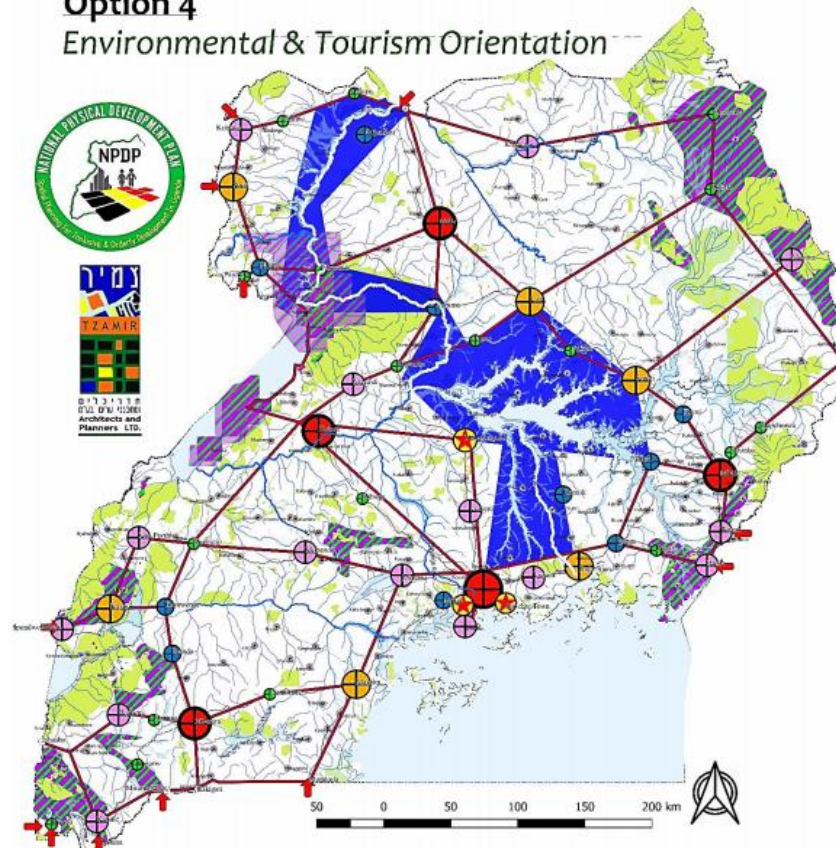
Option 3 *Agricultural Orientation*



Legend

- | | | |
|---------------------|---------------------------------|-----------------------------|
| Kampala | New Town ~ 250K | Strategic Agriculture Zones |
| Growth Pole > 1M | Border Crossing | Secondary Agricultural Land |
| Growth Pole 0.5- 1M | International Border Settlement | Main River |
| Major Town 250-500K | Major Rurban Settlement | Nile |
| Town 100-250K | NPDH Highway | Small River |
| Town < 100K | Existing A Class Road | Water Bodies |
| | Existing B Class Road | Protected Areas |

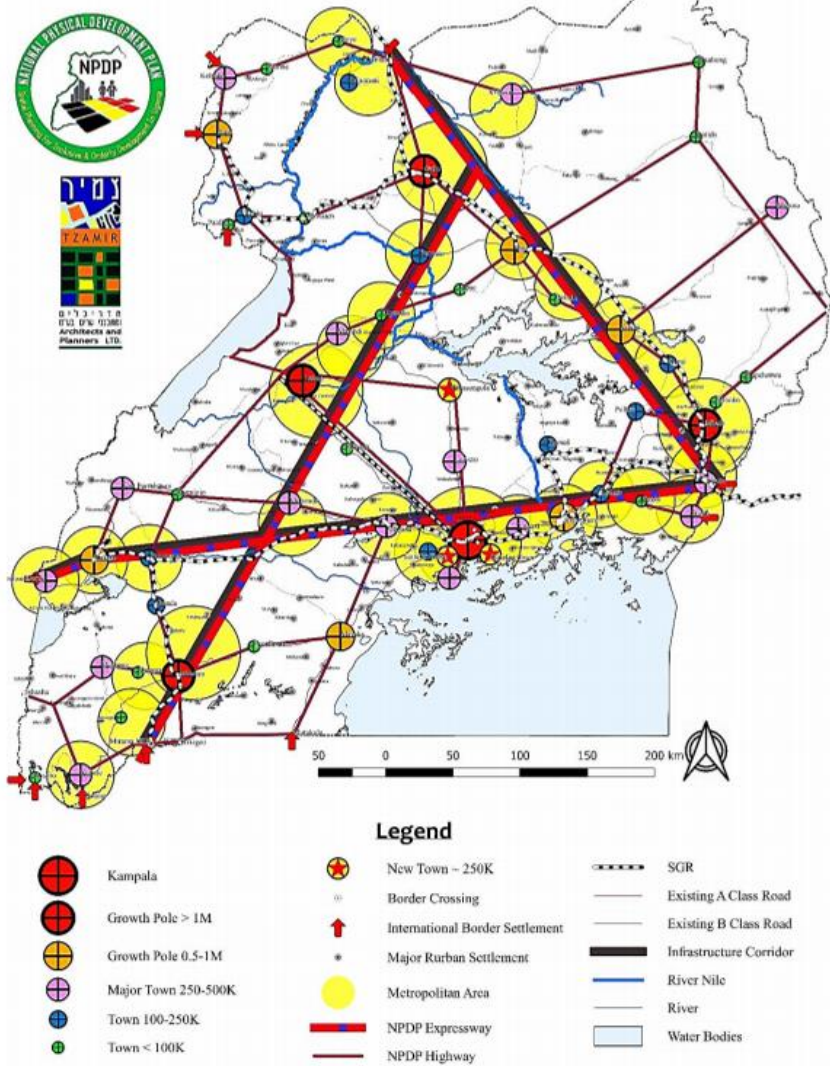
Option 4 *Environmental & Tourism Orientation*



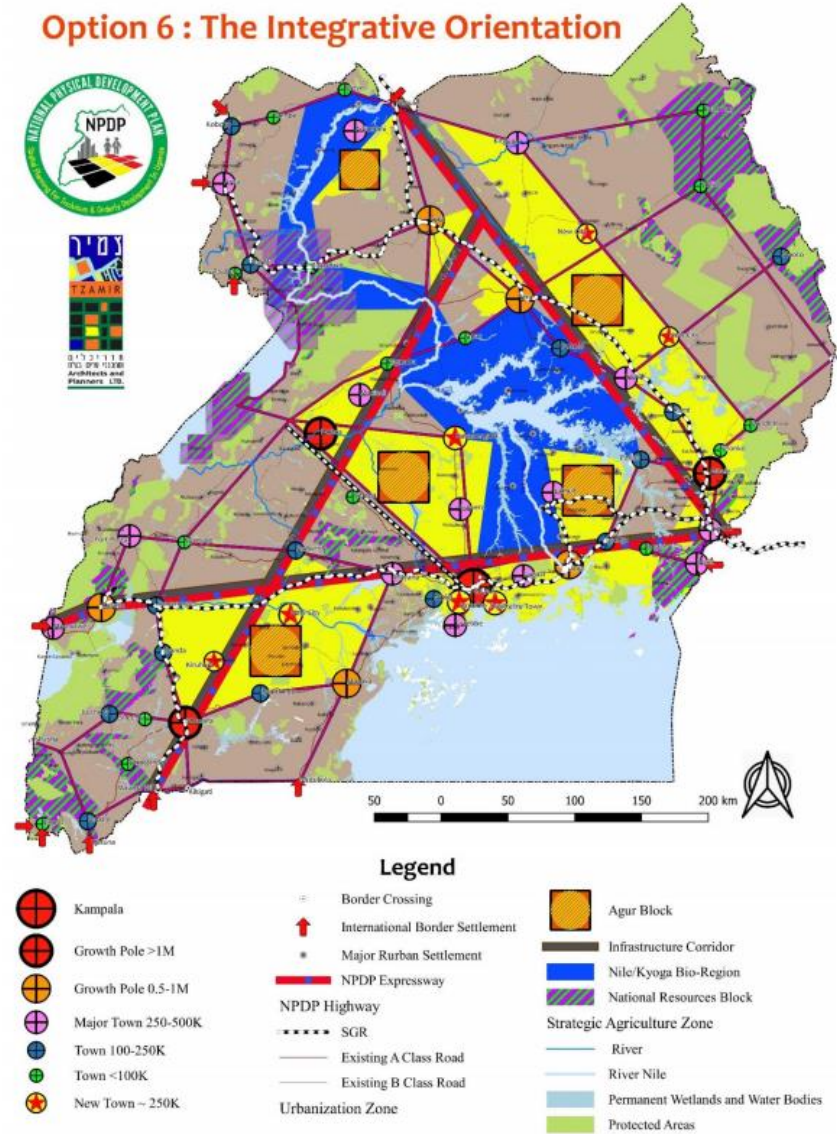
Legend

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|---------------------|---------------------------------|-----------------|
| Kampala | Border Crossing | OIL_IN_UGANDA |
| Growth Pole > 1M | International Border Settlement | Main River |
| Growth Pole 0.5- 1M | Major Rurban Settlement | River Nile |
| Major Town 250-500K | NPDH Highway | River |
| Town 100-250K | Existing A Class Road | Wetlands |
| Town < 100K | Existing B Class Road | Water Bodies |
| New Town ~ 250K | Nile/Kyoga Bio-Region | Protected Areas |
| | Natural Resources Block | |

Option 5 The Connectivity Orientation



Option 6 : The Integrative Orientation



ANNEX III: UPDATED RESULTS FRAMEWORK AS AT JUNE 30, 2020 (ORIGINAL INDICATORS)

Project Development Objective (PDO) Indicators	Core	Measure	Baseline 2010	Target	Performance Values					Frequency	Data Collection Instruments
					YR1 – 2016	YR2 – 2017	YR3-2018	YR4-2019	YR5-2020		
Indicator One: Reduction in the number of days to register land	<input checked="" type="checkbox"/>	Number	52	25	47	42	42	42	42	Annual	Doing Business Reports 2016 - 2020
Indicator Two: Reduction in time (days) and cost to register a business (as % of income per capita)	<input type="checkbox"/>	Days	33	5	33	26	24	24	24	Annual	Doing Business Report 2016 - 2020
	<input type="checkbox"/>	Percentage	76.7	50	76.7	37.1	33.6	33.6	40.5	Annual	Doing Business Report 2016 - 2020
Indicator Three: Increased international tourist arrivals	<input type="checkbox"/>	Number	945,000	1,500,000	1,206,000	1,303,000	1,323,000	1,449,000	1,505,000	Annual	MoTWA & Customs arrival report
Indicator Four: Tourism sector employment	<input type="checkbox"/>	Number	225,300	300,000	182,500	504,000	568,500	605,500	667,600	Annual	World Travel & Tourism Centre (WTTC) data
Indicator Five: Increase in exports of non-traditional products	<input type="checkbox"/>	Percentage	879,300*	10	0.00	2.00	4.00	4.00	10.7	Annual	PSFU MSME data
Indicator Six: Direct project beneficiaries (number), of which female (percentage)	<input checked="" type="checkbox"/>	Number	0.00 0.0	375,000 ¹ 18	0.00	214,967	287,081	287,632	287,632	Annual	PSFU MSME data (Target Revised)*

¹ Adjusted target based on reduced MGF funding from US\$ 8 – 3 million (original target was 1,000,000) calculated as $(3,000,000/8,000,000 \times 1,000,000 = 375,000)$

Project Development Objective (PDO) Indicators	Core	Measure	Baseline 2010	Target	Performance Values					Frequency	Data Collection Instruments
					YR1 – 2016	YR2 – 2017	YR3-2018	YR4-2019	YR5-2020		
		Percentage			0.00	50.3	51	51	51		
intermediate Outcome Indicators											
<i>Intermediate Results Indicator One: Land parcels with use or ownership rights recorded as a result of the project</i>	<input checked="" type="checkbox"/>	Number	0.00	800,000	581	1,371	3,731	40,974	43,464	Annual	MLHUD records 43,464 parcels have been adjudicated and demarcated under SLAAC.
<ul style="list-style-type: none"> Sub indicator: Land parcels with use/ownership rights recorded as a result of project-female 	<input checked="" type="checkbox"/>	Number	0.00	360,000	0.00	0.00	0.00	637.2	3,583	Annual	MLHUD records
<i>Intermediate Results Indicator Two: Number of communal land associations (CLAs) formalized</i>	<input type="checkbox"/>	Number	0.00	600,000	51.00	168.00	313.00	518.0	606.0	Annual	MLHUD records
<i>Intermediate Results Indicator Three: Target population with use or ownership rights recorded as a result of the project</i>	<input checked="" type="checkbox"/>	Number	0.00	2,666,000	0.00	7,129	19,401	213,064	226,012	Annual	MLHUD records
<i>Intermediate Results Indicator Four: Target land area with use or ownership rights recorded as a result of project</i>	<input checked="" type="checkbox"/>	Hectare (Ha)	0.00	571,000	61.2	228.9	228.9	1,935.9	2,069.7	Annual	MLHUD records
<i>Intermediate Results Indicator Five: Percentage of customers reporting satisfaction with land registration services</i>	<input type="checkbox"/>	Percentage	0.00	70	54.5	58.4	58.4	58.4	78.5	Annual	MLHUD Annual Customer Satisfaction Surveys

Project Development Objective (PDO) Indicators	Core	Measure	Baseline 2010	Target	Performance Values					Frequency	Data Collection Instruments
					YR1 – 2016	YR2 – 2017	YR3-2018	YR4-2019	YR5-2020		
<i>Intermediate Results Indicator Six:</i> Number of registered businesses on which data have been entered into the online business register	<input type="checkbox"/>	Number	0.00	150,000	0.00	0.00	0.00	0.00	0.00	Annual	URSB reports
<i>Intermediate Results Indicator Seven:</i> Number of URSB staff and other relevant agencies trained in business registration and business licensing new procedures	<input type="checkbox"/>	Number	0.00	150	30	56	232	232	232	Annual	URSB Reports
<i>Intermediate Results Indicator Eight:</i> Number of staff at all levels across MoTWA (Ministry and Agencies) who completed project-provided training in tourism sector issues	<input type="checkbox"/>	Number	0.00	130	0.00	0.00	0.00	150	183	Annual	MoTWA reports
<i>Intermediate Results Indicator Nine:</i> Number of external industry and educational bodies that have accredited HTTI	<input type="checkbox"/>	Number	0.00	3	0.00	0.00	0.00	0.00	0.00	Annual	HTTI reports
<i>Intermediate Results Indicator Ten:</i> Number of new tourism MSMEs	<input type="checkbox"/>	Number	0.00	125	0.00	37	68	68	94	Annual	MSME Business Registration by MoTWA and MoTI
<ul style="list-style-type: none"> <i>Sub indicator:</i> Number of female-owned new tourism MSMEs 	<input type="checkbox"/>	Number	0.00	40	0.00	7	19	19	31	Annual	MSME Business Registration by MoTWA and MoTI

Project Development Objective (PDO) Indicators	Core	Measure	Baseline 2010	Target	Performance Values					Frequency	Data Collection Instruments
					YR1 – 2016	YR2 – 2017	YR3-2018	YR4-2019	YR5-2020		
<i>Intermediate Results Indicator Eleven:</i> Number of new employees hired by MSMEs benefiting from the matching grants facility	<input type="checkbox"/>	Number	7,801*	4,000 ²	136	228	329	2,013	2,640	Annual	PSFU from MSME data
<i>Intermediate Results Indicator Twelve:</i> Increase in sales ³ of firms supported under the matching grants facility	<input type="checkbox"/>	Percentage	1,015,850*	10	0.00	3.00	3.00	10.00	17.7	Annual	PSFU from MSME data

² Adjusted target based on reduced MGF funding from US\$ 8 – 3 million (original target was 11,000) calculated as $(3,000,000/8,000,000 \times 11,000 \approx 4,000)$

³ Sales in terms of values